

CURRICULUM
Master of Business Administration (MBA)
(Dual Specialization)
Two Year Programme
Academic Curriculum (2021-2022 Onward)

First Year
Autumn Semester (Sem-I)
Foundation Courses

	Course Title	Contact Hours
FC.20.501*	Principles of Management	12 hrs
FC.20.511	Introduction to Accounting	12 hrs
FC.20.521	Evolution of Indian Business	12 hrs

**Non-graded*

*Each foundation course shall have 2 hours of session each day for six days.
The courses shall not be part of the Grade Card.*

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.501	Business Communication	2	1	2	4	3	30	20	50
MB.20.511	Managerial Economics	3	1	-	4	3	30	20	50
MB.20.521	Management Accounting	3	1	-	4	3	30	20	50
MB.20.531	Organizational Behavior	3	1	-	4	3	30	20	50
MB.20.541	Women Leadership and Business	3	1	-	4	3	30	20	50
MB.20.551	Marketing Management	3	1	-	4	3	30	20	50
MB.20.561	IT Tools for Manager	2	-	2	3	3	30	20	50
	Sub Total				27				

First Year
Spring Semester (Sem - II)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW#	MTE	ETE
MB.20.502	Business Research Methods	3	1	-	4	3	30	20	50
MB.20.512	Financial Management	3	1	-	4	3	30	20	50
MB.20.522	Human Resource Management	3	1	-	4	3	30	20	50
MB.20.532	Operations Management	3	1	-	4	3	30	20	50
MB.20.542	Business Environment	3	1	-	4	3	30	20	50
MB.20.552	Women Entrepreneurship	3	1	-	4	3	30	20	50
MB.20.562	Legal Aspects of Business	3	1	-	4	3	30	20	50
	Sub Total				28				

#: Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test etc.

Master of Business Administration (MBA)

(Dual Specialization)

Two Year Programme

Academic Curriculum (2021-2022 Onward)

Second Year

Autumn Semester (Sem – III)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.603	Strategic Management	3	1	-	4	3	30	20	50
MB.20.613	Summer Internship Project**	-	-	-	3	-	-	-	100
Specialization-I	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Specialization-II	Elective – I	3	1	-	4	3	30	20	50
	Elective – II	3	1	-	4	3	30	20	50
	Elective – III	3	1	-	4	3	30	20	50
Sub Total					31				

Second Year

Spring Semester (Sem-IV)

Course Code	Course Title	L	T	P	C	ETE (Hrs)	Weightage (%)		
							CW*	MTE	ETE
MB.20.604	Business Ethics and Corporate Governance	2	1	-	3	3	30	20	50
MB.20.614	Dissertation ##	-	-	-	3	-	-	-	100
Specialization-I	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Specialization-II	Elective - I	3	1	-	4	3	30	20	50
	Elective - II	3	1	-	4	3	30	20	50
	Elective - III	3	1	-	4	3	30	20	50
Sub Total					30				

Total Credits	116
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**Class Work (Marks Distribution): 10 Marks (Group Projects/Assignments) + 10 Marks (Individual Projects/Assignments) +10 Marks for Quiz/Presentation/Open Book test.*

****:** **Summer Internship** duration shall be of 8 weeks. And evaluation pattern shall be – Report: 75% and Viva-Voce: 25%.

##: **Dissertation** shall spread over to two semesters i.e. III and IV. Evaluation is - 75% on report and 25% on Viva

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. [8]

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. [7]

Career Management and Development: Definition, Models, Issues affecting career management. **Organization Development:-** Definition, Theories and concepts in OD, Roles & Strategies, Change Management. [8]

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. [5]

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Elective Areas

Finance

Course Code	Course Name
FM.20.603	Security Analysis and Portfolio Management
FM.20.613	Corporate Finance
FM.20.623	Banking and Insurance Management
FM.20.633	Financial Statement Analysis
FM.20.604	Financial Derivatives and Risk Management
FM.20.614	International Financial Management
FM.20.624	Financial Modeling
FM.20.634	Corporate Restructuring

Human Resource Management

Course Code	Course Name
HR.20.603	Organization Development Systems
HR.20.613	Talent Management
HR.20.623	Industrial Relations
HR.20.633	Human Resource Analytics
HR.20.604	Diversity and Inclusion
HR.20.614	Human Resource Development Systems
HR.20.624	Performance Management
HR.20.634	Compensation Management

Marketing

Course Code	Course Name
MM.20.603	Consumer Behavior

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MM.20.613	B2B Marketing
MM.20.623	Marketing of Services
MM.20.633	Sales and Distribution Management
MM.20.643	International Marketing
MM.20.604	Integrated Marketing Communication
MM.20.614	Digital Marketing
MM.20.624	Rural Marketing
MM.20.634	Retail Management
MM.20.644	Strategic Brand Management

Business Economics

Course Code	Course Name
BE.20.603	Macroeconomic Theory and Policy
BE.20.613	Demand and Business Forecasting
BE.20.623	Money Banking and Finance
BE.20.604	International Business Economics
BE.20.614	Industrial Economics and Competitive Strategies
BE.20.624	Economics of Consumption

Social Sector Management

Course Code	Course Name
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SM.20.603	Social Entrepreneurship
SM.20.613	Development Communications
SM.20.623	Business Strategies for Sustainability
SM.20.604	Management of Corporate Social Responsibility
SM.20.614	Management of Social Impact Institutions
SM.20.624	Social Impact Investment

Entrepreneurship and Family Business

Course Code	Course Name
EF.20.603	Entrepreneurship Theory and Practice
EF.20.613	Entrepreneurship and New Ventures
EF.20.623	Dynamics of Family Business Governance
EF.20.604	Management Tools for Entrepreneurs
EF.20.614	Project Formulation and Preparation
EF.20.624	Secrets of Success: Indian Family Business

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FIRST YEAR AUTUMN SEMESTER - I

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Business Communication

MB.20.501

2-1-2-4

Course Objective:

This course is designed to enhance the communication skills required in different business contexts through various interactive activities. This course will improve the student's self-confidence to express them in the professional business environment. This course will help and acquaint the participants with the basic concepts and techniques of communication, viz Listening, Speaking, Reading & Writing skills.

Course Contents

Effective Communication in Business: Importance and benefits, Components of communication, Forms of Communication, Communication process, Role of Verbal and Non-verbal symbols in communication, Barriers to effective communication, Overcoming communication barriers. [5]

Corporate Communication: Characteristics of oral communication, Principles and types of oral communication, Strategies to handle different communication, Professional communicator responsibilities, corporate communication and Public Relation, Role of social media in communication [8]

Forms of Communication in Written Mode: Planning and execution of messages, Writing reports, proposals and business plans, Drafting of notice, Agenda, Minutes and resolutions of meeting, Creating and delivering good presentations, Managing data and visuals. [8]

Business Etiquettes and Cross-cultural Communication: Introduction, Constituents of Etiquettes, Business Etiquettes and modern technology, Workplace culture, Communicating across different cultures, Culture and writing skills. [6]

Career Management and Technology: Introduction, Searching for talent, looking for Job, Planning for Job, Social Networking and Job search, Preparing for Resume, Cover Letter, Group Discussion and Interview, Technology in Business Communication. [5]

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Storytelling for Business Success: Role of storytelling in businesses today, Methods of storytelling, Model of crafting an effective story, 7 C's of storytelling, Crafting participants' personal stories [7]

Text Books:

1. Lesikar, R.V., Flatley, M.E., Rentz, K., Lentz, P. and Pande, N. (2015), "Business Communication", 13th Edition, New Delhi: McGraw Hill Education.
2. Raman, M. and Singh, P. (2012), "Business Communication", 2nd Edition, New Delhi: Oxford University Press.

Reference Books

1. Chaturvedi, P.D. and Chaturvedi M. (2011), "Business Communication, Concepts: Cases and Applications, 2nd Edition, Pearson Education, India.
2. Mukerjee, H.S. (2013), "Business Communication", 2nd Edition, OUP India.

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Managerial Economics

MB.20.511

3-1-0-4 (Contact hrs: 39)

Course Objective:

The objective of this course is to familiarize the students with concepts and techniques used in Micro-Economic Theory and to develop their capability to apply these concepts and techniques in making decisions pertaining to different business situations. While conducting this course importance is given to the complexity of decision making process emanating from evolutionary changes that have occurred in the business firms over time.

Course Contents

Nature and scope of Managerial Economics: Economics and optimization techniques- Introduction to Economics and Managerial Economics, theory of the firm and objectives of the firm; Nature and functions of profit; total, marginal and average relationships Optimization analysis- profit maximization through total revenue-total cost approach; profit maximization through marginal analysis. [6]

Demand Analysis, Demand Estimation and Demand Forecasting- Individual's demand, specification of the demand function, factors affecting demand Different concepts of elasticity and their measurement, relationship between price elasticity, total revenue and marginal revenue Use of elasticity in managerial decision-making, introduction of demand estimation Methods of demand estimation; use of regression analysis in demand estimation; demand forecast with qualitative and quantitative methods. [8]

Theory of production, cost concepts, cost functions and estimation- Production function; short run production function, law of diminishing returns; Production Function and Iso-quants and Iso-costs function; Optimal combination of inputs for minimizing cost ; long run production function and returns to scale; Type of costs; short run and long run cost functions, marginal costs, average costs ; Fixed and variable costs and estimation of cost functions; break-even analysis. [12]

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Market Structure, Pricing Practices and Game Theory-What are different market structures; Pricing under perfect competition; assumptions, short run and long run equilibrium of the firm and market Determination of price; profit maximization; Pricing under Monopoly: pure and discrimination monopoly; Pricing determination under Monopolistic Competition; Pricing under Oligopoly and Duopoly; Game Theory and Strategic Behavior; Role of the Government in pricing. [13]

Text Books

Edition, New

1. Salvatore, D. (2014), “*Managerial Economics in a Global Economy*”, 8th

Delhi: Thomson South-Western.

Edition, New Delhi:

2. Samuelson, A.P. and Nardhas, W.D. (2010), “*Economics*”, 19th McGraw Hill Education.

Reference Books

1. Dholakia, R.H. and Oza, A.N. (2003), “*Microeconomics for Management Students*”, New Delhi: Oxford University Press.
2. Gupta, G.S. (2003), “*Managerial Economics*”, New Delhi: McGraw Hill Education.
3. Keat, P. and Banerjee, S. (2010), “*Managerial Economics: Economic Tools for Today’s Decision Makers*”, 6th Edition, New Delhi: Pearson Education.
4. Kreps, D.M. (2004), “*Microeconomics for Managers*”, New Delhi: W.W. Norton and Company.

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Management Accounting

MB.20.521

3-1-0-4 (Contact hrs: 39)

Course Objective

The objective of this course is to expose the students to the applied aspect of accounting and making them familiar with the techniques of using Accounting information for decision making. The course also familiarizes the students with the basic cost and management accounting concepts and their applications in managerial decision making. Applied side of the subject will be given more emphasis and attentions compared to its conceptual aspect.

Course Contents

Introduction: Accounting for Management, Role of Cost in decision making, Comparison of Management Accounting and Cost Accounting, types of cost, cost concepts, Elements of cost, Materials, Labour and overheads and their allocation and apportionment, Preparation of Cost Sheet, Methods of Costing, Reconciliation of Cost and Financial Accounting. [4]

Marginal Costing: Marginal Costing versus Absorption Costing, Cost-Volume-Profit Analysis and P/V Ratio Analysis and their implications, Concept and uses of Contribution & Breakeven Point and their analysis for various types of decision-making like single product pricing, multi-product pricing, replacement, sales etc. [6]

Differential Costing and Incremental Costing: Concept, uses and applications, Methods of calculation of these costs and their role in management decision making like sales, replacement, buying etc. [8]

Budgeting: Concept of Budget, Budgeting and Budgetary Control, Types of Budget, Static and Flexible Budgeting, Preparation of Cash Budget, Sales Budget, Production Budget, Materials Budget, Capital Expenditure Budget and Master Budget, Advantages and Limitations of Budgetary Control. [8]

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Standard Costing: Concept of standard costs, establishing various cost standards, calculation of Material Variance, Labour Variance, and Overhead Variance, and its applications and implications. Neo Concepts for Decision Making: Activity Based Costing, Cost Management, Value Chain Analysis, Target Costing & Life Cycle Costing : concept, strategies and applications of each. [7]

Responsibility Accounting & Transfer Pricing: Concept and various approaches to Responsibility Accounting, concept of investment center, cost center, profit center and responsibility center and its managerial implications, Absorption Costing. [6]

Edition, New Delhi:

Text Books

1. Horngren (2015), "Financial and Managerial Accounting", 5th Edition, New Delhi: Pearson Education.
2. Khan, M.Y. and Jain, P.K. (2103), "Management Accounting: Text, Problems and Cases", 6th Edition, New Delhi: McGraw Hill Education.

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1. Colin, D. (2005), "Management Accounting", 3rd Edition, Thomson, India
2. Pandey, I.M. (2009), "Management Accounting", New Delhi: S. Chand and Sons.
3. Pauline, W. (2006), "Financial and Management Accounting", 7th Edition, Pearson Education.

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Motivation: Definition and importance, early theories of motivation, Motivational tools in organization, Employee involvement, Rewards.

Group Behavior: Concept of Groups, Stages of group development, Group decision making, creating effective teams, Skills for Managing Teams: Communication, Conflict management, Group intelligence.

Leadership: Concept, Leadership styles, Theories of leadership, Finding and creating effective leaders.

Managing Modern Organizations- Culture for change, Organizational differences, Innovation and learning organization.

Organizational Behavior

MB.20.531

3-1-0-4 (Contact hrs: 39)

Course Objective:

To change the way students think about and analyze behavior in organizations so that students become a more thoughtful and effective employee, co-worker, and manager.

Course Contents

Introduction: Historical evolution of OB, functions and roles, Developing an OB Model.

Individual Behavior: Personality and values, Attitudes and job satisfaction, Perception and attitude in the workplace. Learning: Concept, Learning theories, Reinforcement, Organizational behavior modification.

Text Books

1. Luthans, F. (2013), "Organizational Behavior-An Evidence-Based Approach", 12th Edition, New Delhi, McGraw Hill Education.
2. Robbins, S.P., Judge, T.A. and Vohra, N. (2017), "Organizational Behavior", 16th Edition, New Delhi, Pearson Education.

Reference Books

1. Newstrom, J.W. (2007), "Organizational Behavior-Theory and Research", 10th Edition, New Delhi, McGraw Hill Education.
2. Pareek, U. and Khanna, S. (2011), "Understanding Organizational Behavior", 1st Edition, New Delhi, Oxford University Press.
3. Parikh, M. and Gupta, R. (2010), "Organizational Behavior", 1st Edition, New Delhi, Pearson Education.

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Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. [7]

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. [8]

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. [5]

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

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WOMEN LEADERSHIP AND BUSINESS

MB.20.541

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- The primary objective of this course is to begin to uncover and understand the unique challenges, constraints, and opportunities that face women today as they ascend to leadership positions in organizations.
- A secondary objective of the course is to encourage students to think critically about the kinds of interpersonal, social, and cultural changes that are necessary to support women's advancement in positions of power and authority.

Course Contents

Women in Management: Current status of women leaders, Concepts of gender and leadership in Indian culture, Global gender perspectives in business, Confronting problems faced by women in organizations, Human resource management for gender diversity, Identity and social networking, Legal perspectives for women in India, Working women in emerging markets. [6]

Leadership: Concept, Leadership development for women, Leadership identity, Leadership assessment, Aligning leadership strategy and style with personal values and self-image, Personal brand in the workplace, Successful women leadership models abroad. [6]

Building Leadership Potential Self-awareness, Emotional intelligence, Leading and managing teams, Interpersonal skills, Conflict management, Managing and leading teams, Effective negotiations. [8]

Leadership Communication: Persuasion and argumentation, Thinking through a management situation, Presentation skills, Communication analytics. [6]

Developing a Leadership Style: Leading with authenticity, Strategies for implementing personal change, Leveraging talent in teams, Diversity inclusion, Coaching sessions in small groups. [5]

Managing in a digital age: Data Analytics, Digital Marketing, Identity and social networking [3]

 **SCHOOL OF BUSINESS**
Nation-building Through Women leadership *Approved by 56th ACM*
Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Business Transformation: Bird's eye view of organizational functioning – Finance, Marketing, HR and Operations Management of systems - Entrepreneurial skills, Strategic leadership. [5]

Text Book:

1. Eagly, A. H., & Carli, L. L. (2007). Through the labyrinth: The truth about how women become leaders. Boston, MA: Harvard Business School Press.

Reference Book:

1. Northouse, P. G. (2016). Leadership: Theory and practice (7th ed). Thousand Oaks, CA: Sage.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Marketing Management

MB.20.551

3-1-0-4 (Contact hrs: 39)

Course Objective:

In this comprehensive and practical introduction to marketing management, the learner will improve their ability to make effective marketing decisions, including assessing marketing opportunities and developing marketing strategies and implementation plans.

Course Contents

Understanding Marketing Management: Defining marketing for new realities, the value of marketing, the scope of marketing, core marketing concepts, the new marketing realities. [6]

Developing Marketing Strategies and Plans: Marketing and customer value, the value delivery process, the value chain, core competencies, strategic marketing planning and process, building customer value, satisfaction, and loyalty. [6]

Conducting Marketing Research: The scope of marketing research, the marketing research process, measuring marketing productivity. [5]

Analyzing Consumer and Business Market: Consumer behaviour and factors influencing consumer behaviour, the buying decision process, organizational buying and participants. Organizational buying process and stages. [6]

Building Strong Brands: Identifying market segments and targeting, segmentation criteria, crafting the brand positioning, creating brand equity, managing brand equity. [5]

Creating value through product and pricing: Product characteristics, classifications and differentiation, product life cycle and marketing strategies, developing pricing strategies and programs. [5]

Designing and Managing Integrated Marketing Communication: the role of marketing communication, developing effective communication, managing the integrated marketing communication process, managing advertising, sales promotion, event & experience, and public relations. Managing digital communication – online, social media, and mobile. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Text Books

1. Kotler, P. and Keller, K.L. (2016), "Marketing Management", 15th Edition, New Delhi: Pearson Education.
2. Saxena, Rajan. (2019), "Marketing Management", 6th Edition, McGraw Hill Education

Reference Books

1. Grewal, D. and Levi, M. "Marketing," 5th Edition, Chennai: McGraw Hill Education.
2. Kotler, P., Jain, D.C. and Measincee, S. (2002), "Marketing Moves: A New Approach to Profit Growth and Renewal", Boston: Harvard Business School Press.

IT Tools for Managers

MB.20.561

2-0-2-3

Course Objective:

In an increasingly complex world, information technology thinking, understanding, and skill are more important than ever. In this course participants are introduced to the fundamental concepts and with skills for proficiency in information system. The objective is to present the data in a more meaningful way, which allows simpler interpretation of the information and data.

Course Contents

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Introduction to IT tools and MIS: Systems, data and information and knowledge, Importance of IT tools like spreadsheet, MS-Excel, and MIS in the competitive business environment. Introduction to Information Systems Technology, Basic Excel skills, Using Excel functions and developing Spread Sheep Models. [7]

Art of developing Spread sheet models – Guidelines to develop an adequate spread sheet model. Database Management System, Networking, Systems and Application Software, IT's people view, empowering people through information. [7]

Managing change – the Indian paradigm. managing the digital divide, big data. Decision Making and Types of information systems, Management information systems, transactions processing systems, decisions support systems, expert systems, office automation systems and knowledge-based systems. [8]

Structured decision making, unstructured decision making and semi structured decision making, Information Systems Analysis & Design, Stages of SDLC, Feasibility study, systems study and systems design, Resource utilization, implementation, audit, operation, maintenance and modification. [8]

Functional Information Systems, Marketing, Finance, HR, Production/Operations information systems, Enterprise Resource Planning, Process Mapping, Implementation Management. [9]

Text Books

1. Albright, C.S., Winston, W.L. and Zappe, C. J (2009), “*Decision Making Using Microsoft Excel*”, New Delhi: Cengage Learning.
2. Efraim, T., Dorothy, L., Ephraim, M., and James, W. (2010), “*Information Technology for Management: Transforming Organizations in the Digital Economy*”, 7 Edition, New Delhi: John Wiley and Sons.

Reference Books

1. O'Brien, J.A. (2010), “*Management Information Systems: Managing Information Technology in the Business Enterprise*”, 7 Edition, New Delhi: McGraw Hill Education.
2. Stair, R. (2008), “*Principles of Information System*”, New Delhi: Cengage Learning.
3. Williams, B.K. and Sawyer, S.C. (2012), “*Latest Complete Version Using Information Technology: A Practical Introduction to Computers and Communications*”, New Delhi:

 **SCHOOL OF BUSINESS**
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McGraw Hill Education.

FIRST YEAR SPRING SEMESTER - II

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Business Research Methods

MB.20.502

3-1-0-4 (Contact hrs: 39)

Course Objective:

This course is designed to provide students with the necessary skills and knowledge to determine the information necessary to address an identified research problem (basic or applied) and, using this understanding, develop and use an actionable research proposal. The students will gain an understanding of relevant approaches and elements of undertaking a research enquiry specifically to provide insights to solving a relevant problem.

Course Contents

Introduction to Statistics: Origin, Nature and scope in business management, Data processing – Classification, Summarization, Tabulation of data – presentation (tabular and graphic) – Frequency distribution, Measures of central tendency - Arithmetic mean, Weighted mean, Geometric mean, Median, Mode, and Partition values – Quartiles, Deciles and Percentiles, Measures of dispersion - Range, Quartile deviation, Standard deviation, Variance and Co-efficient of variation [6]

Business Research: Nature of business research, Business research process, Ethics in business research, recent trends. [4]

Research Designs: Introduction and classification, Exploratory Research, Descriptive research, Causal research. [4]

Measurement and Scaling: Primary scales of measurement, Comparative scaling Techniques, Non-Comparative scaling techniques and Scale evaluation. [5]

Data Collection & Preparation: Primary data, Secondary data, Questionnaire and form design, Objectives, Design process. [5]

Sampling: Sampling design process, Classification of sampling techniques, Sample size determination. [4]

Data Analysis: Hypothesis meaning, Sources types - Parametric and non-parametric tests, Parametric test, T test, F Test and Z test, Non Parametric Test - U Test, Kruskal Wallis, Sign test, Discriminant analysis, Factor and cluster analysis. [7]

 **SCHOOL OF BUSINESS**
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Report Writing & Presentation: Significance, Report writing- Steps, Layout, Presentation - Executive summary, Precautions, Norms for using tables, Charts and diagrams – Appendix, Index and Bibliography. [4]

Text Books

1. Bajpai, N. (2017), “*Business Research Methods*”, 2nd Edition, New Delhi: Pearson Education.
2. Mishra, P. (2015), “*Business Research Methods*”, New Delhi: Oxford University Press.

Reference Books

1. Bryman, A. and Bell, E. (2015), “*Business Research*”, 2nd Edition, OUP New Delhi:
2. Cooper, D. R., Schindler, P.S., Sharma, J.K. (2011), “*Business Research Methods*”, 11th Edition, New Delhi McGraw Hill Education.

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Financial Management

MB.20.512

3-1-0-4 (Contact hrs: 39)

Course Objective:

The objective of this course is to develop a foundation of financial management concepts. This will enable the students to understand how corporations make investment & financing decisions. This course will help the students in understanding both the theoretical and practical role of financial management in business corporations.

Course Contents

Introduction to Finance: Financial markets, Financial institutions, Financial services, Financial instruments, Functions and goals of finance. **Financial Management:** Nature, Scope, and Objectives of financial management, Time value of money, Risk and return. [6]

Capital Structure and Cost of Capital: Capital structure and leverage, Optimum capital structure, Measurement of specific costs, Computation of overall cost of capital [9]

Financing Decision: Long-term financing, Short-term financing, Term financing, Venture capital, Basics of lease financing.

Capital Budgeting: Principles, Techniques, Measurement and evaluation, Case study problems. [9]

Working Capital Management: Planning of working capital, Working capital financing and Inventory management.

Financial derivatives: Options, Futures, Forwards, Warrants, Hedging using derivatives. [5]

Dividend Policy Decision: Dividend and valuation, Determinants of dividend policy [5]

Behavioral Finance Investment Decision Cycle: Judgment under uncertainty, Utility/Preference functions, Expected Utility Theory [EUT]. [5]

Financial Management, 12

Text Books

Pearson Education.

1. Horne, V. (2008), *Fundamentals of*

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Edition, New Delhi:

2. Lawrence, J.G., and Zutter, C.J. (2015), “*Principles of Managerial Finance*”, 14 Edition, New Delhi: Pearson Education.

Reference Books

1. Brigham, E.F. (2014), “*Financial Management Theory and Practice*”, 14 Edition, New Delhi: Cengage Learning.
2. Chandra, P. (2008), “*Financial Management*”, 7 Edition, New Delhi: McGraw Hill Education.
3. Khan, M.Y. and Jain, P.K. (2005), “*Basic Financial Management*”, 2 Edition, New Delhi: McGraw Hill Education. Edition, New Delhi: Vikas
4. Pandey, I.M. (2008), “*Financial Management*”, 10 Publishing House.

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Human Resource Management

MB.20.522

3-1-0-4 (Contact hrs: 39)

Course Objective:

This course will help students to learn the basic concepts and frameworks of human resource management (HRM), and understand the role that HRM has to play in effective business administration. This course will also discuss how these elements relate to the various parts of HRM, such as HR policy, organizational structure, HR systems (recruitment, placement, evaluation, compensation, development etc) and organizational culture.

Course Contents

HRM: Meaning, Nature, Scope and functional area of HRM, Approaches to HRM- soft hard, Strategic HRM, Managing HR Function: Organizing the HR Unit, Line and Staff Relationship, Policies and Procedures, Planning HR activities, Controlling HR Function [6]

HRP: Concept of HRP, Objective, HRP Process, Strategic role of HRP Job Analysis, Job Description, Job Specification and Job Design, Recruitment: sources/ Methods, Selection - Steps in selection procedures, Interview (Structured/ Non-structured), Induction and Placement. [9]

Training and Development: Training and development methods – Apprenticeship, understudy, job rotation, vestibule training, case study, role playing, sensitivity training, In-basket, management games, conferences and seminars, coaching and mentoring, management development programs; Training process outsourcing, Career management and Talent Management. Nature, objectives and process; [6]

Performance management: Methods of performance appraisal; Potential appraisal; Employee counseling - Concept and policies. **Compensation** - Base and supplementary compensation; Individual, group and organization incentive plans, Fringe benefits, Performance linked compensation, Employee stock option, Job evaluation. [7]

Employee health and safety: Employee welfare; Social security measures, Employer-employee relations- An overview; Grievance handling and redressal, Industrial disputes: Causes and settlement machineries, Trade Union- Nature, Trade Union Movement in India, Strategic choices before managers and unions and managing unions. [6]

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Virtual Organizations and role of HR: Managing Employee Downsizing, Employee Empowerment and Worker's Participation in Management, Changing Role of HR in Global Scenario. [5]

Text Books

Edition, New Delhi:

1. Ashwathappa, K. (2015), "*Human Resource Management*", 7
McGraw Hill Education.

2. Dessler, G. and Varkkey, B. (2017), "*Human Resource Management*", 15 Delhi, Pearson Education.

Reference Books

1. Noe, R.A., Hollenbeck, J.R., Gerhart, B. and Wright, P.M. (2009), "*Human Resource Management*", 5
Edition, New Delhi: McGraw Hill Education.
2. Mondy, A.W. and Noe, R.M. (2016), "*Human Resource Management*", 14 New Delhi, Pearson Education.
3. Banfield, P. and Kay, R. (2009) "*Introduction to Human Resource Management*", New Delhi: Oxford University Press.

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Operations Management

MB.20.532

3-1-0-4 (Contact hrs: 39)

Course Objective:

Operations management exists in diverse types of functions, industries, organizations, and management jobs. Operations managers range from first-level supervisors to senior vice-presidents, who use a variety of resources to systematically plan, design, manage, and improve systems that effectively accomplish the operations task. The challenge for operations managers is to produce products and deliver services in a way that is compatible with the business strategy of the company.

Course Contents

Understanding Operations: The Field of Operations Management, Production Systems, OM in the Organizational Chart, Operations as Service, Historical Development of OM, Current Issues in Operations Management. [4]

Operations Strategy: Operations Strategy, Operations Competitive Dimensions, The Corporate Strategy Design Process, Strategic Fit-Fitting Operational Activities to Strategy, Productivity Measurement. [6]

Supply Network Management: Designing and managing supply networks, The design of services and products, Process Design, Process Analysis, Location, Layout and flow, The Product Design Process, Designing for the Customer, Designing Products for Manufacture and Assembly, Process Selection, Manufacturing Process Flow Design. [8]

Measuring Product Development Performance, Service Encounters, Structuring the Service Encounter, Service-System Design Matrix, Managing Capacity, Managing Demand, Inventory Management. [8]

Quality Management & Control: Quality Concept, Costs, Tools, Statistical Process Control, Process Capability, Operations Strategy, Lean Synchronization, : Process Analysis – Process utilization and capacity, impact of variability, Understanding Supply Chain Management. [8]

Quality Management & Control: JIT and Lean Production , Performance Management System, Design of Operating Systems, Managing Projects, Linking Behavior to Operations, Linking Finance to Operations. [5]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Text Books

1. Chase, R.B., Shankar, R. and Jacobs, F.R. (2015), “*Operations and Supply Chain Management*”, 14 Edition, New Delhi: McGraw Hill Education.
2. Heizer, J. and Render, B. (2015), “*Operations Management: Sustainability and Supply Chain Management*”, 11 Edition, New Delhi: Pearson Education.

Reference Books

1. Bedi, K. (2013), “*Production and Operations Management*”, 3 Oxford University Press.
2. Buffa, E.S. and Sarin, R.K. (2008), “*Modern Production/Operations Management*”, New Delhi: John Wiley and Sons.
3. Chary, S.N. (2015), “*Production and Operations Management*”, 5 Edition, New Delhi: McGraw Hill Education.

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Business Environment

MB.20.542

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To understand the overall business environment and evaluate its various components in business decision making.
- To understand the real life situations vis-à-vis economic systems of India and other countries.
- To analyze the impact of economic reforms on different industries.
- Explore socio-cultural issues of the society that influence business decisions.
- To understand legal environment of business in order to comply with it.

Course Contents

Nature and Characteristics of Contemporary Business: Internal and external environmental factors, Environmental analysis and strategic management. [4]

Environmental Analysis and Forecasting: Environment scanning and its processes, Techniques for environmental forecasting, Benefits and limitations of environment forecasting. [4]

Anatomy of the Indian Economy: Economic system, Planning process, Trend in macroeconomic variables, Economic structure and the stage of development. [12]

Economic Policies: Determinants of National Income, Inflation, Fiscal policy, Monetary policy and Trade policy, Economic fluctuations.

Politico-legal Environment: Relationship between business and Government, Important business laws in India - Companies Act, Competition Law, FEMA, SEBI Act, and Consumer Protection Act. [5]

Impact of Culture and Values: Inter-relationship between business and society, Salient features of Indian culture and values and its impact on business, The stakeholder Model of business, Problems created by business, SA8000. [5]

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Technological Environment: The contribution of technology, Integrating technology with Business, Technology transfer, Managing technology for development, Multinationals as source of technology. [4]

Economic Reforms in India: The New Economic Policy – Globalization, Exim policy, Banking policy and FDI policy, Reforms in capital market, Salient Features of WTO. [5]

Text Book:

1. Cherunilam Francis, Business Environment: Text & Cases, 17th revised edition, Himalaya Publishing House.

References Books:

1. AC Fernando, Business Environment (2011), Pearson Education.
2. Aswathappa K, Essentials of Business Environment (8th edition), Himalaya Publishing House.
3. Pailwar Veena Keshav, Economic Environment of Business (2009), PHI

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Women Entrepreneurship

MB.20.552

3-1-0-4 (Contact Hrs: 39)

Course Objective

Gender is a critical factor as it shapes our understanding of whom and what can be legitimately recognized as an entrepreneur. This course seeks to develop an understanding of a woman entrepreneur and the specific requirements and conditions that affect the same.

Course Contents

Woman Entrepreneur: Profile of women-owned businesses, Typology of female entrepreneurs, The Socio-economic context of female entrepreneurship - Labour market structure, occupational segregation, gender pay gap, work-life balance, workplace discrimination, glass ceiling effect, sexrole inventory, gender role expectations of society, stereotyping, perception towards female underperformance. [8]

Feminist approaches: Defining gender, Sensitivity and women, Role expectations for women, House work versus office/business work, Double roles of women, Role of women in family businesses, The 5M framework, Female networking, gender roles and activities, Resources- Access to entrepreneurial capital, Social capital, Human capital, Financing women owned businesses, Accessing finance, Challenges faced by women entrepreneurs, Venture capital funding for women. [8]

Entrepreneurship as empowerment: High technology entrepreneurship and women entrepreneurs, Science and technology enterprises, Gender and technology, Entrepreneurship, Gender and empowerment, Entrepreneurial opportunities for women, Motivating women entrepreneurs. [7]

Women entrepreneurs in India: Rural and urban, Roles, Education levels, Social roles and perception of women, Potential projects, Social entrepreneurship, Role of women in the economy, Role of women in the earning potential of a household, Reception of women entrepreneurs, Obstacles faced by women entrepreneurs, Needs of women entrepreneur, Efforts to increase women entrepreneurship in India, Programs for women entrepreneurs, Institutions engaged in promoting women entrepreneurship. [10]

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Case studies of Women entrepreneurs.

[6]

Text Books:

1. McAdam, M., Female Entrepreneurship, Routledge
2. Case Studies = Menon, S., Leading Ladies, Vol. I and II, Fortytwo Books, Mumbai.

References Books:

1. Lavanya, T., Women Empowerment through Entrepreneurship, New Century Publications
2. Kumar, Anil, Women Entrepreneurship in India, Regal Publications
3. Singh, A.K., Suguna, K. and Reedy, R.V.M, Women Entrepreneurship, Vol. I & II, Serials Publications
4. Guillen, M.F. , Women Entrepreneurship, Routledge
5. Kirpal, A., Women Entrepreneurs, Sage Publishers
6. Jauhari, V., Griffy-Brown, C., Women, Technology and Entrepreneurship, Reference Press

Legal Aspects of Business

MB.20.562

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To provide an overview of important laws those have a bearing on the conduct of business in India.
- To address current issues in the Corporate Tax, contracts, sales and labor law and assess the impact of these laws on business.
- To examine the various legal forms that a business entity can take and the relative advantages and disadvantages of each of these forms.
- To understand electronic governance and electronic records and various modes of dispute resolution in business transactions.

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The Indian Contract Act, 1872: Contract defined, Establishing the contract - Offer and acceptance, Essentials of a valid contract, Performance of contract, Breach of contract and its remedies, Contingent contract, Quasi contracts, Agency. [6]

The Companies Act, 2013: Major principles – Nature and types of companies, Formation - Memorandum and Articles of Association, Prospectus, Power, Duties and liabilities of directors, Winding up of companies, Corporate Governance. [8]

The Sale of Goods Act, 1930: Nature of contract of sale, Conditions and warranties, Transfer of ownership and delivery, Rights of unpaid seller and rights of buyer. [5]

Industrial laws: An Overview of Factories Act, Payment of Wages Act, Payment of Bonus Act, Industrial Disputes Act, Minimum Wage Act. [6]

The Competition Act, 2002: Competition commission – aims and objectives, Major concepts, Prohibition of anti-competitive agreements, Prohibition of abuse of dominant position, Regulation of combination, Power of commission. [5]

Consumer Protection Act, 1986: Consumer and complainant, Consumer rights, Procedures for consumer grievances redressal, Types of consumer redressal forums. [5]

The Information Technology Act, 2000: Objectives, Acknowledgement and dispatch of electronic records, Digital signature, Duties of subscriber, Penalties and adjudication. [4]

Text Book:

1. Pathak Akhileshwar, Legal Aspects of Business, 6th Edition, McGraw Hill (India).

References Books:

1. Kapoor N.D., Elements of Mercantile Law, Sultan Chand and Company, India, 2006.
2. Kumar Ravinder, Legal Aspects of Business, Third Edition (2013), Cengage (India).
3. Tulsian P.C. and Tulsian Bharat, Business Law.

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SECOND YEAR

AUTUMN

SEMESTER - III

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Strategic Management

MB.20.603

3-1-0-4 (Contact hrs: 39)

Course Objective:

The course provides participants a general management perspective and facilitates understanding of the concept of strategy, strategic process and its impact on functional, divisional and corporate levels.

Course Contents

Concept, Nature and Scope: Definitions of various strategic terms – Strategy, Corporate Strategy, Business Strategy, Operational Strategy Competitive Advantage and generic building blocks, Sustainable Competitive Advantage, Resources, Capabilities, Resource Based View of the Organization, core competency, distinctive competency, Mission, Visions, Goals, Objectives, Business Model Strategy Making Process: cursory concepts. [7]

External Analysis: Strategic Groups, Competitor Analysis: Porter's FFF, EFE (External Factor Analysis) Industry Life Cycle, PESTLED, CPM Matrix (Competitive Profile) Matrix Internal Analysis: Value Chain Concept and Analysis, IFE (Internal Factor Evaluation) Matrix SWOT, TOWS matrix, SPACE matrix. [8]

Competitive positioning and the business model: Competitive positioning and business-level strategy, Competitive positioning: Generic business level strategies, Dynamics of competitive positioning. Strategies in fragmented, embryonic, growth industries, Navigating through life cycle to maturity, Strategy in mature and declining industries, Game Theory. [9]

Corporate-level Strategy: Horizontal and Vertical Integration, Cooperative Relationships, Strategic Outsourcing, Related and Unrelated Diversification Strategy in the Global Environment: Porter's Diamond, Profitability and profit growth through global expansion, Cost reduction and local responsiveness pressures, choosing a global strategy, Basic entry decisions, Global strategic alliances, Mergers and Acquisitions Strategic Change and [9]

Turnaround Strategy: Change Management, Turnaround Strategy. Implementing Strategy through Organizational Design: Controls, Structure, Culture; Building Distinctive Competencies at the functional level implementing strategy in companies operating in single industry, across industries and countries Strategic Audit; Strategy Review, Evaluation and Control – Balanced Score Card. [6]

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Text Books

1. Barney, J.A. and Hesterly, W.S. (2010), “*Strategic Management and Competitive Advantage*”, 5th Edition, New Delhi: Pearson Education.
2. Pearce, J.A. II, Robinson, R.B. and Mittal, A. (2016), “*Strategic Management: Formulation, Implementation and Control*”, 12th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Dess, G.G., Lumpkin, G.T., Eisner, A.B., McNamara, G. and Kim, B. (2013), “*Strategic Management: Creating Competitive Advantages*”, 6th Edition, New Delhi: McGraw Hill Education.
2. Hill, C.W.L., Schilling, M.A. and Jones, G.R. (2017), “*Strategic Management Theory: An Integrated Approach*”, 12th Edition, New Delhi: Cengage Learning.

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Summer Internship Project

MB.20.613

0-0-0-3

Course Objective:

The summer internship project is designed to engage the participants in a field experience with an opportunity to share their hands on experiences and corporate insights, to explore the links between participants' academic preparation and their field work, and to assist participants in developing and carrying out the summer project which will serve to culminate their corporate internship experience.

Internships are individualized and tailored to the needs and interests of each participant in the program. As part of the internship experience, participants are expected to take an active role in finding an appropriate internship for themselves.

Course Contents

Summer internship project is a three credit (full-time) course in which participants must enroll. Participants must maintain a journal of their daily activities and complete a paper analyzing their organizations' mission, structure, accomplishments, and current projects.

Duration: 8 weeks

The evaluation for this course will be determined as follows:

Evaluation pattern shall be – Report: 75% weight and Final Viva-Voce: 25%.

Statement on Academic Dishonesty

Academic dishonesty is defined to include any form of cheating and /or plagiarism. Cheating includes, but is not limited to, such acts as stealing or altering testing instruments; falsifying the identity of persons for any academic purpose; offering, giving, or receiving unauthorized assistance on an examination, quiz, or other written or oral material in a course; of falsifying information on any type of academic record. Plagiarism is the presentation of written or oral material in a manner which conceals the true source of documentary material, or the presentation of material which uses hypotheses, conclusions, evidence, data, or the like, in a way that the participant appears to have done work which she did not, in fact, do.

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Security Analysis and Portfolio Management

FM.20.603

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- The basic objective of the course is to acquaint the students in respect to the investment decisions related to financial assets, the risks and the returns involved.
- The course is designed with a view to acquaint the students with the working of security market and principles of security analysis
- To develop the skills required for portfolio management so as to be able to judge the competitive position of firms in capital market and review the related business decisions.

Course Contents

Role of Security Markets in Economy: Organization and Mechanics of Indian Security Markets, Various Securities and their Characteristics, Objective of the Security Analysis Functions of an Organized Security Market, Mechanics of Security Trading, Various Types of Security Markets and their Functions. [8]

Stock Exchanges: OTCEI, Depository, Role of SEBI with regard to Secondary Markets, The Role and Functions of Various Players and Agencies in the Secondary Market, Risk and Return, Utility Theory, Portfolio Theory, CAPM, APT, Multi-factor Models, Options and Futures, Security Analysis. [10]

Fundamental Analysis: Internal Value and Market Value of Various Securities; Internal Value and Market Value of Firm, Pricing of Security (IPOs and Seasoned Equity Open), Financial Statement Analysis, Projecting Earnings under Stable as well as Dynamic Conditions, including Risk and Inflation Factors, The Risk Factors, including Internal Risk, Technical Analysis of Security Pricing, Market Efficiency and Behavioral Finance. [10]

Portfolio Management: Portfolio Theory, Portfolio Criteria, Efficient Set, Portfolio Selection and Diversification, The Shape and the Risk Function (including CAPM Model Technical Analysis, Random Walk and Martingale Model), Portfolio Management, Portfolio Objective, Size of Portfolio, Selection Basis and Readjustment, Timings of Disinvestment, Market Microstructure. [11]

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Text Books

1. Fischer, D.E. and Jordan, R.J. (2009), “*Security Analysis and Portfolio Management*”, 6th Edition, New Delhi: Prentice Hall of India.
2. Prasanna, C. (2102), “*Investment Analysis and Portfolio Management*”, 4th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Elton, E.J., Gruber, M.J., Brown, S.J. and Goetzmann, W.N. (2014), “*Modern Portfolio Theory and Investment Analysis*”, 9th Edition, US: Wiley.
2. Marcus, A.J., Mohanty, P., Bodie, Z. and Kane, A. (2009), “*Investments*”, 8th Edition, New Delhi: McGraw Hill Education.
3. Reilly, F.K. and Brown, K.C. (2011), “*Investment Analysis and Portfolio Management*”, 10th Edition, Cengage Learning.

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Corporate Finance

FM.20.613

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques for analyzing corporate study and understanding.
- To assess and compare the mechanics of discounting cash flows and free cash flows under budgeting criteria.
- To understand the debt structuring for optimal capital structure.
- Evaluate the optimal capital structure and effect of leverage on capital structure.

Course Contents

Introduction to Corporate Finance: Finance function and the role of financial manager, impact of corporate governance on financial decision making; the goal of the firm. [5]

Valuation and Capital Budgeting: The analysis of discounted Cash Flow Valuation, FCFF evaluation criteria, EV and EVA valuation Making Capital Investment decisions, and mechanics of Interest Rates & Bond Valuation, duration, convexity and term structure of financial assets, Stock Valuation [10]

Risk : Risk & Return, Capital Asset & Pricing Model, Cost of Capital & Valuation [7]

Corporate Financing decision: Financial leverages and capital structure policy, Optimum capital structure: concepts, Limit to the use of debt. Long term financing: Leasing, Capital budgeting impact of inflation and taxes, Valuation and Capital Budgeting for the levered firm, Practical problems in capital budgeting, Capital investment decisions, dividend and other payouts. [10]

Long term financing: Leasing, hire purchase, factoring. [7]

Text Books

1. Damodran, A. (2014), “*Applied Corporate Finance*”, 4th Edition, New Delhi: John Wiley and Sons.

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2. Ross, S.A., Westerfield, R.W., Jaffe, J. and Kakani, R.K. (2017), “*Corporate Finance*”, 11th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Berk, J. and DeMarzo, P. (2017), “*Corporate Finance*”, 4th Edition, New Delhi: Pearson Education.
2. Brealey, R.A., Myers, S.C., Allen, F. and Mohanty, P. (2014), “*Principles of Corporate Finance*”, 11th Edition, New Delhi: McGraw Hill Education.
3. Damodran, A. (2007), “*Corporate Finance: Theory and Practice*”, 2nd Edition, New Delhi: John Wiley and Sons.

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Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Banking Insurance and Management

FM.20.623

3-1-0-4 (Contact hrs: 39)

Course Objective:

The objective of this course is to nurture the knowledge of operations of BFSI. With the advent of market oriented approach financial sector, mainly banking and Insurance face the challenge to continuously innovate and improve their products and services. This calls for excellence in the performance of operations of BFSI. This course provides detailed understandings of operations of BFSI. This course designed to assist the students in understanding both the theoretical and practical of operations of BFSI.

Course Contents

Introduction to Financials Services: Meaning and concepts of banking, Functions of banks. Study on concepts, purposes and mechanism of Insurance, Principles of insurance, and types of insurance, essential feature of insurance contracts. Credit Management in Banks, Types of credit, Modes of credit delivery– Loan Policy, Monitoring and Review of Loan Portfolio – Management of Non-Performing Assets (NPAs) – Classification of NPAs. [7]

Treasury Management, Objectives of Treasury, structure & Organization, Functions and Responsibility of Treasurer, Cost Centre, Profit Centre, Integrated Treasury, Planning and Control, Liquidity Management CRR/CCIL/RTGS. [7]

BASEL Norms - Three pillars of BASEL Norms and Capital for Operational risk, Framework for risk management, RBI guidelines on risk management, Risk rating and risk pricing, Methods for estimating capital requirements, Credit risk - standardized approach, advanced approach, Credit rating / credit scoring and rating system design. [7]

Product development in the life and non-life insurance sectors in India, Insurance Underwriting - need for insurance underwriting, factors that affect the activities performed by the underwriter, steps involved in the process of insurance underwriting. [7]

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Factors affecting the insurance claim management system, types of documents needed in various types of claims, meaning of ‘Causa Proxima’ in insurance claim settlement, Insurance and Risk - significance of insurance and risk, Risk Management Process, role of risk evaluation in the process of insurance product formation, principles of insurance pricing and marketing. [5]

Elements in Computation of Life Assurance Premium –Mortality, Interest, Expenses, Level Premium System, Calculation of Age, Steps involved in calculation of premium, tools and techniques used in pricing individual life and health insurance. [6]

Text Books Edition,

1. Dorfman, M.S. (2012), “*Introduction to Risk Management and Insurance*”, 10 New Delhi: Prentice Hall of India.
2. Indian Institute of Banking and Finance (2017), “*Theory & Practice of Treasury and Risk Management in Banks*”, 2 Edition, New Delhi: Taxmann Publications.

Reference Book

1. Indian Institute of Banking and Finance (2015), “*Insurance Products (Including pension Products)*”, New Delhi: Taxmann Publication

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FINANCIAL STATEMENT ANALYSIS

FM.20.633

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- We will incorporate key elements that you have learned in your other classes and apply this knowledge systematically to analyses the financial statements.
- The students will understand how to use ratios to compare a firm to its competitors and to evaluate changes in ratios over time. You will also know how to use these ratios to help forecast the future.
- Evaluate a firm's financial performance through both quantitative and qualitative analyses
- Have a framework for linear forecasting future earnings and predicting the stock market's response to quarterly earnings announcements.

Course Contents

Understanding Financial Statements: Notes to financial statement, additional information in annual report segment reporting- full disclosure- management discussion and analysis, [5]

Statement of Cash Flows: Comparative statement-common size, vertical and horizontal analysis Overview of Financial Reporting. [7]

Financial Statement Analysis: Interpretation Liquidity and solvency analysis using financial statements- the dilemma of cause and effect- Prerequisites of an effective financial statement- case studies. Computation of ROI, PE Ratio, Profitability Ratio, Financial condition ratio operational and managerial efficiency. [8]

Tools for Financial Statement Analysis: solvency ratio- Dividend policy- Growth measure- Computation of CAGR, PEG ratio, Du Pont analysis. Financial, planning and strategy, [8]

Advance analysis in Financial Statement: Financial forecasting; exponential smoothing, stationary time series and their properties; random walk model; unit roots, tests of stationarity; financial forecasting with AR, MA and ARMA models, Box-Jenkins methodology for ARIMA models, [11]

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Text Books:

1. Khan and Jain ; Financial management, 6th edition, McGraw Hill (India).
2. Tsay.S.R; Analysis of Financial Time Series: Financial Econometrics, 3rd Edition, 2010, WSE, (US)

References Books:

1. Pandey.M.I ; Financial management; 11th Edition, 2018, Vikas Publication(India)
2. Wang.P; Financial Econometrics (Routledge Advanced Texts in Economics and Finance), 2008, Routledge (US)
3. Subramanyan.R.K, Wild.J.J; Financial Statement Analysis; 10th Edition, Mc Graw Hill (India)

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Organization Development Systems

HR.20.603

3-1-0-4 (Contact hrs: 39)

Course Objective:

Students will learn how to improve individual, group/team and organizational performance through the use of OD techniques or interventions like group dynamics, training, culture change, and work-life balance.

Course Contents

Introduction: Leading Change – Why transformation efforts fail? [2]

Evolution and relevance of OD: Laboratory training background, Action research and survey feedback background, Participative management background, Productivity and quality of work background. [4]

Nature of Planned Change: Theories of planned change, General model of planned change, Types of planned change, designing intervention. [4]

The OD Process: Entering and contracting, Diagnosing organizations, Diagnosing groups and jobs, Collecting and analyzing diagnostic information, Feedback diagnostic information, Designing Interventions. [6]

Human Process Interventions: Executive coaching, Training and development, Team building, Conflict resolution, Improving interpersonal and intergroup relations. [6]

Techno Structural Interventions: Restructuring organization, Employee involvement, Work designs, Responsibility charting. [5]

Human Resource Management Interventions: Performance management, 360 degree feedback, Leadership development, Diversity management, Mentoring programs, Developing and assisting members. [6]

Strategic Interventions: Environmental framework, Competitive and collaborative strategies, Culture change, Learning and knowledge management. [4]

Special Applications of OD: OD in Global Setting, OD in non-industrial setting, Future directions in OD. [2]

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Text Books:

1. Thomas G. Cummings and Christopher G. Worley (2015), “*Organization Development and Change*”, 10th Edition, New Delhi, Cengage Learning.
2. Bhattacharya Dipak Kumar (2014), “*Organization Change and Development*”, 1st Edition, New Delhi, Oxford University Press.

Reference Books:

1. Krishnamacharyulu CSK and Ramkrishnan Lalitha (2014), “*Organization Development*”, 1st Edition, New Delhi, PHI.
2. Wendell L. French, Cecil H. Bell, Robert A. Zawacki (2015), “*Organization Development and transformation-Managing Effective Change*”, New Delhi, Tata McGraw Hill.
3. Jim Grieses, (2010), “*Organizational Change-Themes & Issues*”, New Delhi, Oxford University Press.

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Talent Management

HR.20.613

3-1-0-4 (Contact hrs: 39)

Course Objective:

The objective of the course is to make the students realize the challenges of acquisition and retention of talents for the competitive advantage of the organization. Students will develop a conceptual understanding of the management of talents in the competitive environment.

Course Contents

Introduction: Concept, Scope, Models/Approaches, Difference between talents and knowledge, Talent value chain, Elements of talent friendly organizations, Talent management process, Competitive advantage. [5]

Components of TMS: Challenges of TMS, Building blocks of TMS, Role of HR manager, Competency mapping, Process and Methods of competency mapping, Strategic performance appraisal, Designing the TMS. [7]

Talent Planning: Concept, Succession management process, Integrating succession planning and career planning, Designing succession planning program, strategic accountability approach in developing the workforce, balanced scorecard, talent development budget, contingency plan for talent. [8]

Potential identification: Coaching, Mentoring, training and development with talent management, employee retention- motivation and engagement, Return on talent; making outplacement as a part of talent strategy, developing talent management information system [7]

Compensation and reward strategies for Effective Talent Management: Introduction, Effective Talent Management, Principles of Compensation Plans, Defining the Elements of Total Rewards, Integrated Rewards Philosophy, Designing Integrated Rewards, Sustainable Talent Management and Reward Model, Strategic Compensation plan for Talent Engagement, Finding the Path for Success [7]

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Issues, Challenges, Best Practices: Introduction, Organizational Issues, Talent Management Challenges, Best Practices of Talent Management, Talent Management in India [5]

Text Books

1. Berger, L.A. and Berger, D.R. (2010), "*The Talent Management Hand Book*", 2nd Edition, New Delhi: McGraw Hill Education.
2. Noe, R., Hollenbeck, J., Gerhart, B., and Wright, P. (2008), "*Human Resource Management: Gaining a Competitive Advantage*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Chowdhary, S. (2009), "*The Talent Era*", 1st Edition, New Delhi: Pearson Education.
2. Shukla, R. (2009), "*Talent Management*", 1st Edition, New Delhi: Global India Publications Pvt. Ltd.
3. Snell, S.A. and Bohlander, G.W. (2012), "*Managing Human Resources*", 16th Edition, New Delhi: Cengage Learning.

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Industrial Relations

HR.20.623

3-1-0-4 (Contact hrs: 39)

Course Objective:

The aim of this course is to make participants conversant regarding conflict management in legal perspective and judicial system pertaining to labor management relations. Participants will be familiar with the various techniques of Industrial Relations and futuristic issues in era of dynamic technological changes. This course also allows participants to view industrial relations within an international context as well as providing an insight into the workings of the Indian labour market.

Course Contents

Industrial relations: Definition – Nature - Evolution of IR in India - Context and environment of IR - Three actors and their roles in IR -Approaches to IR and HR Relations - Gandhian approach - Marxian approach and Dunlop's Systems approach. Emerging Trends in IR, Future of IR in India [9]

Role of trade unions: Trade union in India, National level federations, Goals and objectives of unions and union leadership, Weaknesses in trade unions, Types of trade unions, Theories of trade unionism, Cross cultural aspects of union management relations, Trade Union Act 1926 - An overview, Union recognition, De –unionization strategies. IR policies: The state and IR policies - Evolution of IR policies - National Commission on Labor and IR policy (1969). [10]

Grievance procedure: discipline - Labor courts - Collective bargaining: concept and development - Industrial unrest in India. Industrial Disputes Act 1947 - Objects Of The Act - Important Definitions: Authorities Under The Act - Causes Of Industrial Disputes - Types Of Industrial Disputes - Prevention Of Industrial Disputes - Reference Of Disputes Settlement - Strikes - Lockouts - Lay Off-Retrenchment - Unfair Labor Practices - Standing Orders - Service Rules –Misconduct - Principles Of Natural Justice - Domestic Enquiry - Remedial Counseling. [10]

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Industrial Democracy: Concept and scope of industrial democracy, Worker's participation, Objectives for successful participation, Strategy, Practices, Behavioral science contribution and models, Rationale for participation, Issues in participation, Strategies for making participation work and making participation more effective. Labor legislation in India - Social security and welfare legislations - Concept of social security - ILO and social security -Social security measures in India - Workmen's Compensation Act,1923 - Employees State Insurance Act, 1948 -Employees Provident Fund and (Miscellaneous Provisions) Act, 1952 - Maternity benefit Act,1961,Payment of Gratuity Act 1972, Payment of Bonus Act 1965. International experiences, Emerging trends and Future role of IR. [10]

Text Books

1. Sinha, P.R.N., Sinha I.B. and Shekhar, S.P. (2013), "*Industrial Relations: Trade Unions and Labour Legislation*", 2nd Edition, New Delhi: Pearson Education.
2. VenkataRatnam, C.S. and Dhal, M. (2017), "*Industrial Relations*", 2nd Edition, New Delhi: Oxford University Press.

References Books

1. Bray, M., Deery, S., Walsh, J. and Waring, P. (2011), "*Industrial Relations*", 3rd Edition, New Delhi: McGraw Hill Education.
2. Monappa, A., Nambudiri, R. and Selvaraj, P. (2012), "*Industrial Relations and Labour Laws*", 2nd Edition, New Delhi: McGraw Hill Education.

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Human Resource Analytics

HR.20.633

3-1-0-4 (Contact hrs: 39)

Course Objective:

To provide the students understanding of concepts, tools and techniques of HR Analytics that could be applied to make human resource management evidence based.

Course Contents

Introduction to HR Analytics: Evolution of HR Analytics; HR Metrics and HR Analytics; Intuition versus analytical thinking; HRMS/HRIS and data sources; Analytics frameworks like LAMP, HCM:21(r) Model. [6]

Creating Business Understanding for HR Initiatives: Workforce segmentation and search for critical job roles; Statistical driver analysis – association and causation; Linking HR measures to business results; choosing the right measures for scorecards; Identifying and using key HR Metrics. [8]

Forecasting Budget Numbers for HR Costs: Workforce planning including internal mobility and career pathing; training and development requirement forecasting and measuring the value and results of improvement initiatives; optimizing selection and promotion decisions. [8]

Predictive Modelling in HR: Employee retention and turnover; workforce productivity and performance; scenario planning. [5]

Communicating with Data and Visuals: Data requirements; identifying data needs and gathering data; HR data quality, validity and consistency; Using historical data; Data exploration; Data visualization; Association between variables; Insights from reports; Root cause analysis of HR issues. [8]

Predictive Modelling in HR: Logistic regression; Decision tree; Creating a policy on the basis of analytics. [4]

Text Book:

1. Bhattacharyya, Kumar, D. (2017), HR Analytics - Understanding Theories and Applications,

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Sage Publications India.

Reference Book:

1. Ramesh Soundararajan, Kuldeep Singh (2016), Winning on HR Analytics - Leveraging Data for Competitive Advantage, Sage Publications India.

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Consumer Behavior

MM.20.603

3-1-0-4 (Contact hrs: 39)

Course Objective:

This course is offered as a marketing elective in the third semester. It helps students understand the behavior of consumers before and after purchase. The course helps students gain valuable conceptual knowledge of how the concepts of motivation, perception, personality and other behavioral studies influence the consumer in making purchase decisions.

Course Contents

Introduction to consumer behavior: Nature and scope and application Segmentation Application of consumer behavior in marketing, Consumer research-Primary and secondary methods-tools used-survey, focus groups, personal interviews, projective techniques. [7]

Individual determinants: Consumer needs and motivation, Theories of personality and their implication for consumer, Behavior Consumer perception and attitude Theories of learning and communication [7]

Consumer decision processes: Problem recognition Search and evaluation Purchasing processes and post purchase behavior Opinion leadership and its dynamics, Modeling consumer behavior: Economic model-psychoanalytical model, sociological model, Howard Seth model-Nicosia model-Engel Blackwell model, VALS2. [9]

Consumers in their social and cultural settings: Group dynamics Reference groups and consumer behavior Influence of family and social class Influence of cultural and cross-cultural aspects of consumer behavior, Motivation – needs - goals- dynamic characteristics of motivation – consumer imagery and perceived risk, hard core behavioral perspective-social learning perspective-cognitive approach-biological approach-rational expectations psychoanalytical perspective-Maslow's hierarchy of needs- Properties of motivation- Three main types of conflicts- Attitudes-definition beliefs- affect behavioral intention-attitude changing strategies- Elaboration Likelihood model and celebrity endorsements. [9]

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Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Consumption and post purchase behavior: Consumer satisfaction concept, cognitive dissonance, consumer delight, Consumer Value, Consumer Value Delivery Strategies, Competitive advantage through customer value Information – Customer value determination process – Measuring customer satisfaction [7]

Text Books

1. Schiffman, K., Kanuk, L.L. and Kumar, S.R. (2015), “*Consumer Behavior*”, 11th Edition, New Delhi: Pearson Education.
2. Hawkins, D.I., Motherbaugh, D.L. and Mookerjee, A. (2014), “*Consumer Behavior: Building Marketing Strategy*”, New Delhi: McGraw Hill Education.

Reference Books

1. Chaudhuri, A. (2007), “*Emotion and Reason in Consumer Behavior*”, New Delhi: Elsevier, Butterworth-Heinemann.
2. Lindquist, J.D. and Sirgy, M.J. (2009), “*Shopper, Buyer, and Consumer Behavior: Theory and Marketing Applications*”, New Delhi: Biztantra Dreamtech Press.
3. Solomon, M.R. (2013), “*Consumer Behavior: Buying, Having, and Being*”, 10th Edition, New Delhi: Prentice Hall of India.

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B2B Marketing

MM.20.613

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To analyze the process of developing and managing industrial products.
- To provide participants with an understanding on how the basic principles of marketing are applied to the B2B arena and where are the comparisons and contrasts with consumer marketing.

Course Contents

Nature, Scope and Challenges of Business Marketing: Differences between B2B Marketing and B2C Marketing, Challenges of B2B Marketing, Business Market Processes, Working Relationships and Business Networks. [3]

Business Customer's Buying Process and Behavior: Understanding Purchasing Orientation, The Concept of Buying Centre, Modeling Business Customer's Buying Behavior, Understanding the Buying Process, Evaluation of supplier Performance. [3]

Segmentation of business market: Identification of Relevant Bases of B2B Markets, Approaches to segmenting B2B, Segmenting B2B Customers in Mature Market, Cost-Benefit Analysis of segmentation decisions. [4]

High-tech Industrial product development and marketing: The growth of New-to-the World Technologies, Technology Forecasting, Technology Appraisal, Managing Technological Risk, Critical Issues Facing High – Tech Markets, The Future of Technology Commercialization. [4]

Managing Mature Industrial Products: Concepts of Market life Cycle, Key Concepts of Commoditization, Flexible Market Offerings. [3]

Pricing of Industrial Products: Relevant Cost for Pricing of Industrial Products, Factors Determining Industrial Buyer's Price – Sensitivity, Perceived Value Pricing model for Industrial Products, Competitive Bidding, Price Negotiations, Pricing OEM Manufacturer's Product, Lease Pricing, The Future: Pricing and the World Wide Web. [4]

Business –to–Business Distribution: Distinctive Aspects of Business–to–Business Channels, Business Customer's Channel Function Requirements, Types of Intermediaries in Business – to –Business Distribution, Multiple Channels, Hybrid Channels and Adaptive Channels. [4]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Logistics of Industrial Products: Special Role of Logistics in Industrial Products Distribution, Warehousing Decisions, Transportation Decisions, Inventory Decisions, Handling and Storage Decisions. [4]

Business to Business Communication: Communication Channels for Industrial Marketer, Trade shows, Managing Industrial Advertising Effort. [3]

Personal Selling of Industrial Products: Role of Personal Selling in B2B Markets, Team Selling for Complex Industrial Products, Consultative Selling for Complex Industrial Products, Key Account Management in B2B Market. [3]

Customer Service for Industrial Products: Elements of Customer service for Industrial Products, Establishing Customer Service Strategy, Customer Service and Internal Marketing, Improving Customer service by Digitization of Business. [4]

Text Book

1. Reeder, R.R., Brierty, E.G., Reeder B. (2012) *Industrial Marketing Analysis, Planning & Control*, New Delhi: Prentice Hall.

Reference Books

1. Vitale, G. (2012). *Business-to-Business Marketing, Analysis and Practice in a Dynamic Environment*. New Delhi: Thomson Press Publications.
2. Hutt, M.D., Speh, T.W.(2012). *Business Marketing Management*. New Delhi: Cengage Learning.

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Marketing of Services

MM.20.623

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To develop students' understanding of the aspects of marketing those are of particular relevance to service organizations.
- Provide a theoretical and practical basis for assessing service performance through the use of frameworks, strategies, and tools.
- To develop students' abilities to identify services decision problems, ascertain alternatives, define crucial issues, analyze, make decisions and plan the implementation of these decisions

Course Contents

Concepts and Issues of Services Marketing: Service, core and supplementary services, Service levels and delivery, Classification and characteristics of services, Emergence of the service economy, Factors affecting growth of the service sector. Strategic Issues in Services Marketing [7]

Consumer Behavior in Services: Search, Experience, and Credence Properties, Consumer Choice, Consumer Experience, Post-experience evaluation The service encounter, Managing customer expectations, Level of expectations, Zone of tolerance [4]

Concept of Service Marketing Mix: Price ,pricing concepts and issues in pricing, pricing policy, and pricing approaches, Managing Capacity and Demand; Delivering Value through Pricing, Approaches to Delivering Value through Pricing Integrated Service Marketing Communications and Promotion: internal and external communication and issues in service promotion, Place: service distribution, channel options and service distribution strategy, Delivering service through intermediaries, Franchising, Agents and Brokers, Electronic channels [7]

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Strategies in service marketing: Segmentation, Targeting, Differentiation and positioning of services. Service Design and the cost of providing service Customer's Role in Service Delivery. [8]

People: internal marketing and employee motivation, Physical Evidence, Service scapes, Dimensions of the service environment

Service Process: Service Blueprinting; Role of People in Service Production and Delivery, Creating the Right Service Culture

Physical evidence: essential and peripheral physical evidence, Process: nature and customer participation in service process.

Service Design and Managing Service Quality: Essentials of a service system, Components of services, Designing the service, Service delivery system, Measuring service quality, SERVQUAL, Demand measurement and supply management. Understanding Service Quality and Its Dimensions; Assessing Gaps in Service Quality, Experiential Marketing, Managing Relationships and Building Loyalty Relationship Marketing, Customer Loyalty Management, Customers' Life Time Value Service Recovery, Impact of Service Failure and Recovery. [7]

Application of Services Marketing Concepts: Financial services, Hospitality services, Health services, Educational services, and professional services. [6]

Text Book

1. Zeithaml, V.A., Bitner, M.J., Gremler, D.D. and Pandit, A. (2017), "*Service Marketing: Integrating Customer Focus Across the Firm*", 6th Edition, New Delhi: McGraw Hill Education.

Reference Book

1. Wirtz, J. and Lovelock, C. (2016), "*Services Marketing: People, Technology and Strategy*", 8th Edition, Chennai: World Scientific.

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Sales and Distribution Management

MM.20.633

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To develop understanding and appreciation of the Sales & Distribution processes in organizations.
- Be able to manage the sales function including sales forecasting, budgeting, quotas and territories design and management.
- Become adept at selling through proper understanding of the process of selling. Manage sales force from recruiting to motivating and compensating.
- Understand importance of effective distribution decisions. Develop and manage channels of distribution.
- Understand the role of inventory, transportation and warehousing in providing place utility for customers.

Course Contents

Introduction to Sales Management: Introduction, Nature, Role and Importance. Personal Selling and Industrial Selling, product selling and service selling, Sales Management Process. [4]

The Sales Organization: Sales Organization Structures, Management of Sales Territory- Management of Sales Territory-Designing Sales territory, Beat planning-routing and scheduling, Determining the size of sales force and allocating sales territories. Sales Quota, Sales forecasting, Sales Budget and Budgeting procedures, [6]

Personal Selling: Selling Process. Selling skills and Strategies. Buyer-Seller Dyads; Theories of Selling – AIDAS; Right Set of Circumstances Theory; Buying Formula; Behavioural Equation Theory; Personal Selling – Steps; Changing Face of Personal Selling; Diversity of Personal Selling Situation and Formulating Personal Selling Strategy. [8]

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Sales Force Management: Recruitment and selection of Sales Force, Training the Sales Force, Sales Force Motivation, Sales Meetings and Contests, Compensating Sales Personnel, Evaluation and Supervising Sales Personnel, Sales Force Automation; Controlling the selling effort-Sales volume and Cost analysis, [6]

Distribution: Concept and growing strategic role of distribution in corporate performance, Distribution channel structure and network, distribution channel institutions (wholesaling and retailing, modern retailing formats), Role and Function of marketing intermediaries; marketing channel relationship, Channel dynamics, Selection and Motivation of Intermediaries; Distribution Analysis; Control and Management; Channel Dynamics – vertical marketing systems; horizontal marketing systems; Omni channel marketing systems, Channel performance evaluation tools, cybermediary, infomediary, disintermediation, reintemediation, and intermediary empowerment, e-tailing, Channel Conflict and their Management, [8]

Strategic element in distribution management: total cost approach to logistics, customer services, finished goods inventory management, transportation and fleet management, warehousing and order management, IT and logistics management. Distribution: Design of Distribution Channel, Management of Channels (Co-operation, Conflict and Competition, Wholesaling, Retailing. Channel Evaluation-Channel Profitability Analysis-ROI. [7]

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Text Books:

1. Still, R.R., Cundiff, E.W., Govoni, A.P.N. and Puri, S. (2017), "Sales and Distribution Management", 6th Edition, New Delhi: Pearson Education.
2. Havaladar, K. and Cavale, V. (2006), "Sales and Distribution Management: Text and Cases", 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books:

1. Churchill, F. and Walker, J.T. (2000), "*Sales Force Management*", New Delhi: McGraw Hill Education.
2. Stern, W.L., Adel, I.E. and Coughlan, T.A. (2001), "*Marketing Channels*", New Delhi: Prentice Hall of India.
3. Panda, T.K and Sahadev, S. (2016), "Sales and Distribution Management", 2nd Edition, New Delhi: Oxford University Press

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International Marketing

MM.20.643

3-1-0-4 (Contact hrs: 39)

Course Objective:

This course aims to develop students' understanding of the importance of international marketing as well as how to build, measure, and manage product and services for international markets. This course intends to orient students to the role of international marketing in the past, present, and future. It explains how international marketing has gradually evolved, defines international marketing, and highlights the many international constraints that exist on domestic economic policy and policymakers.

Course Contents

Introduction: Nature, importance and scope of international marketing, International market orientation and involvement, International marketing management process, Scanning and monitoring global marketing environment, International marketing information system [4]

International Market: Segmentation and Positioning, Screening and selection of markets, International market entry strategies, Exporting licensing contract manufacturing, Joint venture, Setting-up of wholly owned subsidiaries abroad [6]

International Product Planning: Major Product decisions, Product features and quality, Product design, labelling; packaging; branding and product support services; product standardization vs. adaptation, Managing product line, International trade, product life cycle, New product development [8]

Pricing for International Markets: Pricing strategies, Factors affecting international price determination; environment factors affecting international prices, International pricing process and policies, Delivery terms and currency for export price quotations, Transfer pricing, International dumping, Financing marketing transactions [6]

International Distribution Decisions: The structure of international distribution systems, Distribution channel strategy – international distribution channels their roles and functions; Selection and management of overseas agents; Aspects of international supply chain management ; international distribution logistics, Inventory management transportation; warehousing and insurance, International direct marketing, Leveraging international distribution for competitive advantage [8]

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International Promotion Strategies: International promotion mix; push and pull strategies, Communications across countries-complexities and issues, International promotion tools and planning – Advertising; personal selling; publicity and sales promotion; challenges of international advertising; global media strategy, Developing international promotion campaign; Standardization vs. adaptation issue, Planning for direct mail, sales literature, trade fairs and exhibitions. [7]

Text Books

1. Czinkota, M.R. and Ronkainen, I.A. (2015) *International Marketing*. 10th Ed. Delhi: South- Western, Cengage Learning India Pvt. Ltd.
2. Cateora, P.R., Graham, J.L. and Salwan, P. (2008) *International Marketing*. 13th Edition. Delhi: McGraw Hill Education.

Reference Book

1. Albaum, G. Strandskov, J. and Duerr, E. (2006) *International Marketing and Export Management*. Seventh Edition. New Delhi: Pearson Education.

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Macroeconomic Theory and Policy

BE.20.603

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To sensitize students, need for understanding of macroeconomic theories and policies.
- To equip students, understand open economy macroeconomics, foreign trade, competitiveness and productivity and strategic trade theories and policies; and
- To help students analyze complex economic environment, macroeconomic policies and its implications for business strategy in emerging environment.

Course Contents

Introduction: Introduction: Nature and Scope of Macroeconomics, Determination of National Income with government, Circular Flow of Income in two, three, and four-sector model. The Classical Full-Employment Model, Keynes's Theory of Employment: An Outline; Keynes's Simple Two-Sector Model, Concepts of Inflationary and Deflationary Gaps. [9]

Economy in the short run: Determination of aggregate demand, shifts in aggregate demand, aggregate supply in the short and long run, and aggregate demand aggregate supply analysis (AD-AS Model), Theory of Multiplier, IS-LM framework, fiscal and monetary policy. [6]

Money and Labour Market: Inflation: Causes of rising and falling inflation, inflation and interest rates, social costs of inflation. Unemployment – natural rate of unemployment, types and reasons of unemployment. Phillips curve, the trade-off between inflation and unemployment. Demand for Money – Keynes's Liquidity Preference Theory of Interest. Supply of money and its determinants. [7]

Business Cycles and Open economy: Business Cycles: Meaning, Characteristics, Kaldor and Goodwin's Models of Business Cycles Open economy – flows of goods and capital, saving and investment in a small and a large open economy. Exchange rates, Theories of Exchange Rates, Mundell – Fleming model. [7]

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Public Finance and Theories of Economic Growth: Public Finance: Public Expenditure, Financing of Government Expenditure, Taxation Government Borrowing or Debt-Financing of Budget Deficit Economic Growth: Economic Growth and its Determinants, Harrod-Domar Model of Growth Analysis [10]

Text Books

1. Ahuja, H.L.(2010), Macro Economics: Theory and Policy. S Chand.
2. Moorthy, Vivek (2016) Applied Macroeconomics: Employment, Growth and Inflation, IK International Publishing House Pvt. Ltd

References Books

1. Mankiw, N. Gregory. Principles of Macroeconomics. Cengage Learning
2. Robert J Gordon, Macroeconomics, Pearson Education
3. Branson, William H. Macroeconomic Theory and Policy. HarperCollins India Pvt. Ltd
4. Rudiger Dornbusch and Stanley Fischer, Macroeconomics. McGraw-Hill Education.

Demand and Business Forecasting

BE.20.613

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- Identify the factors that affect demand and business
- Expose to the data types and identification problem
- Equip with qualitative and quantitative forecasting techniques (with focus on Non-econometric techniques)
- Illustrate the forecasting techniques with the help of computer software's
- Enable the interpretation of results

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Overview of demand & business analysis:- significance of demand analysis and business forecasting, determinants of demand, elasticity of demand, relationship between revenue and elasticity [5]

Estimation of demand & business:- marketing research techniques; variable identification, time series & cross sectional data collection; specification of the model, estimation of parameters, interpretation of regression statistics [7]

Forecasting demand and business:- introduction to forecasting models; selecting a forecasting technique; purpose of forecast, type of users, patterns in the data series, minimum data requirement, desired accuracy, cost of forecasting, qualitative forecasting techniques: survey & opinion polling techniques [8]

Quantitative forecasting techniques: time series analysis; trend analysis, dummy variables and interaction terms (cyclical and seasonal effect), time series data stability [9]

Errors in Model: Heteroscedastity, auto-correlation, multicollinearity and variable selection, solution of model miss-specification and diagnostic checking, fine-tuning your model: predictive powers vs. Model fit, ARMA, ARIMA, and panel regression model [10]

*Use of Software Packages for Forecasting Excel Spreadsheet, SPSS, etc.

Text Book

1. Kolassa, S.; Siemsen, E. (2016), Demand Forecasting for Managers, Business Expert Press

References Books

1. Chase, Charles W. (2013), Demand-Driven Forecasting: A Structured Approach to Forecasting (Wiley and SAS Business Series) 2nd edition, John Wiley & Sons.
2. Gujarati, Damodar; Porter, Dawn; Gunasekar, Sangeetha (2017), Basic Econometrics 5th Edition, Pub. McGraw.
3. Ord, K.; Fildes, R. (2012), Principles of Business Forecasting 1st Edition, Cengage Learning

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Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. [8]

Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. [7]

Career Management and Development: Definition, Models, Issues affecting career management. Organization Development-: Definition, Theories and concepts in OD, Roles & Strategies, Change Management. [8]

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. [5]

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Money, Banking and Finance

BE.20.623

3-1-0-4 (Contact hrs: 39)

Course Objectives:

The students should be able to:

- Comprehend the need, definition, functions and economic significance of financial institutions and markets
- Understand the interdependence between financial markets and interest rates
- Identify the role played by the Central Bank and instruments of credit control
- Grasp the conduct of monetary policy and its effect on interest rate, credit availability, prices and inflation rate

Course Contents

An Overview of the Financial System: Saving and Investment, Money, Inflation and Interest, Banking and Non-Banking Financial Intermediaries. [9]

Financial Markets and Instruments: Money market and Capital Markets, Financial Instruments: REPO, TBs, Equities, Bonds, Derivatives, etc. Characteristics of Financial Instruments: Liquidity, Maturity, Safety and Yield, Understanding Interest Rates [10]

Banking institutions and Regulation: Economics of Banking Institutions, Reforms in the banking sector, The RBI as a Central Bank: Structure, Functions and Working, The Current Regulatory Structure [10]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Essentials of Monetary Theory: The Classical and Keynesian Theories of Money, Prices and Output, Rational Expectations and Modern Theories of Money and Income, Objectives and Targets of Monetary Policy [10]

Text Book

1. Suresh, Padmalatha and Paul, Justin: Management of Banking & Financial Services, Pearson, New Delhi.

References Books

1. Indian Institute of Banking & Finance: Treasury, Investment and Risk Management, Taxmann Publications, New Delhi
2. Rose, Peter & Hudgins, Sylvia : Bank Management & Financial Services; McGrawHill Education, New Delhi

Social Entrepreneurship

SM.20.603

3-1-0-4 (Contact hrs: 39)

Course Objectives:

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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- To learn social entrepreneurship as a method for social value creation.
- To understand and appreciate the role of (and need for) social entrepreneurship in building a sustainable society.
- To acquire the knowledge, skills, tools and techniques needed to become an entrepreneur in the social sector.
- To help them develop sustainable “business” model for building a social enterprise that can make a difference

Course Contents

Foundations of Social Innovation and Enterprise: Meaning and concept; Role of business in society; Business as a powerful medium for enhancing inclusive growth and social good; Meaning of social entrepreneurship; Difference from a pure commercial entrepreneurship; The various types of social enterprises; State of the industry in India; High profile social entrepreneur. [6]

Social Mission and Opportunity Identification: Theory of Change; Identify social mission; Global MDGs (Millennium Development Goals); Problems – Unemployment, drug abuse, violence, Xenophobia, immigration; Social-physical problems related to disabilities; Understand a social problem; Creating an organization around social mission; Role of institutions and eco-system in entrepreneurial risk taking; Entrepreneurial Leadership and Motivation. [6]

Social Business Models: Types of business models; Importance of business model in business incubation and entrepreneurship; How to build social business model; Incorporation of theory of change; Business Model Canvas. [5]

Scaling of Social Enterprise: Think Big; Replication; Process Development; Hiring; Stakeholder engagement; Managing social mission; Replicating theory of change. [5]

Financing Social Enterprise: Funding Raising; Crowd funding; Venture Capital in social sector; Social Impact Bonds; Social Banks. [6]

Marketing of Social Enterprise: Marketing Mix in the social sector; Branding in the social sector; Leveraging social media in the social sector; Reputation management; Consumer demand. [6]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency-mapping-methods and process & assessment centers-tools and procedure. [6]

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Business Plan creation: Developing a viable and sustainable business plan for launching a social business enterprises; Base of the pyramid; Jugaad Innovations; Microfinance. [5]

Text Book

1. David Bornstein and Susan Davis (2019), Social Entrepreneurship -What Everyone Needs to Know, OUP India.

Reference Book

1. Madhukar Shukla (2020), Social Entrepreneurship in India, Sage Publication, India.

DEVELOPMENT COMMUNICATIONS

SM.20.613

3-1-0-4 (Contact hrs: 39)

Course Objectives:

Course Contents

Development Communication-concept and genesis: Concept of development, characteristics of developing countries, Measuring development- Indices of measuring development and classification of countries based on development indices, Models of Development- Dominant Paradigm, Basic Needs Model, New Paradigm of development, Development Communication- concept and genesis, characteristics, differences between communication and Development Communication, Philosophy and Approaches to Development Communication. [13]

Paradigms of Development: Press theories: Normative: Authoritarian, Libertarian, Social Responsibility, Democratic Participant theory; Sociological: Uses and Gratification, Agenda setting; Two-Step Flow; Psychological; Bullet Theory, Success stories in Development Communication, Innovations and trends in Development Communication. [13]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency-mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Media and Development Communication: Traditional Media: types, characteristics, Role in development communication, Development reporting- roles and responsibilities of a development reporter, ethics in reporting, specialized skills required and issues in development reporting, News reporting: definition of news, ingredients and qualities of news, news value, types of news reports, structure of news reports, Radio news, features and commentaries, Radio and development communication, Television and cinema: role in development communication, ICTs: scope in development communication. [13]

Text Book

1. Servaesh, Jain (2008), Communication for Development and Social Change, New Delhi, Sage Publication

Reference Book

1. Narula, Uma (1994) Development Communication, New Delhi, Hariand Publication
2. Mefalopulos, P.(2008) Development Communication Sourcebook- Broadening the boundaries of communication, The World Bank.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency-mapping-methods and process & assessment centers-tools and procedure. [6]

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Business Strategies for Sustainability

SM.20.623

3-1-0-4 (Contact Hrs: 39)

Course Objectives:

- Understand the Environmental, Social, and Economic drivers and risks impacting on companies – along with the major business opportunities for integrating sustainability issues within the core Business Strategy.
- Expand understanding of the complex decisions faced by managers in business, government, and non-profit organizations, developing ability to see relationships among multiple, often conflicting, issues.

Course Contents

Introduction to Strategies: Introduction, Fundamentals of Strategy, Conceptual Evolution of Strategy, Scope and Importance of Strategies, Purpose of Business, Difference between Goals and Objectives of Business, Strategic Intent through Vision and Mission Statements, Core Competencies of Business [5]

Strategic Management: Introduction, Strategic Management, Need, scope, key features and importance of strategic management, Role of Strategists in Decision Making, strategists at various management levels, Types of Strategies, Limitations of Strategic Management, Strategy Analysis: Introduction, Strategy Analysis and its Importance [7]

Strategy Formulation and Implementation: Introduction, Strategy Formulation, Process in Strategy Formulation, Strategy Implementation and its Stages, Reasons for Strategy Failure and Methods to Overcome [8]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency-mapping-methods and process & assessment centers-tools and procedure. [6]

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Strategic Control and Evaluation: Introduction, Strategy Evaluation, Strategic Control, Difference Between Strategic Control and Operational Control, Concept of Synergy and its Meaning, Key Stakeholder's Expectations, Business Policies: Introduction, Overview of Business Policies, Importance of Business Policies, Definitions of Policy, Procedures, Process and Programmes, Types of Policies, Business Policy Statements, Corporate Culture [9]

Sustainability Matters: State of the World, Sustainability Pillars (Environmental Social, Economic, Governance) Redefining Capitalism, integrating sustainability in to business, Systems Thinking for sustainability, value chain perspective, beyond corporate social responsibility, sustainability strategy and planning, stakeholder engagement, sustainability management approaches: eco-business and environment management, environmental life cycle assessment, life cycle costing [10]

Text Book

1. Kazmi Azhar, (2008) Strategic Management and Business Policy & Peter, McGraw Hill.

Reference Books

1. Kourdi, Jeremy, (2015), Business Strategy: A guide to effective decision-making (Economist Books).
2. Saloner, Garth (2005), Strategic Management, John Wiley & Sons.

Entrepreneurship Theory and Practice

EF.20.603

3-1-0-4 (Contact Hrs: 39)

Course Objective

This course aims at instituting entrepreneurial skills in the students by giving an overview of entrepreneurs and the competences that are needed to become an entrepreneur.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Course Contents

Introduction: Concept and Definitions, Entrepreneurship Mindset, Entrepreneurship process, Factors impacting emergence of entrepreneurship, Theories of entrepreneurship, Role of Socioeconomic environment. [10]

Managerial Vs Entrepreneurial Decision Making: Entrepreneurial attributes and characteristics, Traits/Qualities of Entrepreneurs, Entrepreneurs versus inventors, Entrepreneurial Culture, Entrepreneur as a leader. [8]

Classification and Types of Entrepreneurs: Women Entrepreneurs, Social Entrepreneurship, Corporate Entrepreneurs, Characteristics of entrepreneur, Leadership, Risk taking, Decision-making and business planning, Role of Entrepreneur, Role of an entrepreneur in economic growth as an innovator, Generation of employment opportunities, Complimenting and supplementing economic growth, Bringing about social stability and balanced regional development of industries. [9]

Creating Entrepreneurial Venture: Generating Business idea - Sources of Innovation, Generating ideas, Creativity and Entrepreneurship, Challenges in managing innovation, Entrepreneurial strategy, Business planning process, Drawing business plan, Business plan failures, Promotion of a Venture, External environmental analysis - economic, social and technological, Competitive factors, Legal requirements for establishment of new unit and raising of funds, venture capital sources and documentation required. [12]

Text Book

1. Hisrich, R.D., Manimala, M.J., Peters, M.P., Shepherd, D.A.: Entrepreneurship, Tata McGraw Hill

Reference Books

1. R.D. Hishrich., Peters, M., Entrepreneurship: Irwin
2. Barringer, B.R. and R. Duane Ireland, Entrepreneurship, Pearson Prentice Hall
3. Kuratko, D.F., and Rao, T. V., Entrepreneurship: A South-Asian Perspective, Cengage
4. Shankar, R., Entrepreneurship Theory and Practice, Tata McGraw Hill

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Entrepreneurship and New Ventures

EF.20.613

3-1-0-4 (Contact Hrs: 39)

Course Objective

The course focuses on building and evaluating new venture opportunities both as an entrepreneur and a manager inside a big company. The course treats Entrepreneurship as a form of Strategy. It would focus on identifying opportunities, developing opportunities, getting funding, and scaling up opportunities, both as a start-up and established company.

Course Contents

Innovation: Types of innovation, Barriers to innovation, Innovation process, Establishing criterion for assessment of creativity and innovation. Innovator's solution – creating and sustaining successful growth – Disruptive Innovation model – Segmentive Model – New market disruption – Commoditization. [8]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Creativity: Methods and tools for directed creativity – basic principles – tools that prepare the mind for creative thought – stimulation – development and actions- processes in creativity ICEDIP – Inspiration, Clarification, Distillation, Perspiration, Evaluation and Incubation – Creativity and motivation, the bridge between man creativity and the rewards of innovativeness – applying directed creativity. [8]

Creativity in Problem Solving: Generating and acquiring new ideas, Product design, Service design – case studies and hands on exercises, Stimulation tools and approaches, Six thinking hats, lateral and design thinking – Individual activity, group activity, contextual influences, Development and Evaluation of Business Idea. [8]

Business Model Generation: Developing Lean Business Model for the Business Idea (Hands on), Developing Prototype and Evaluating assumptions in Business Model using prototype cheaply (hands on), Presentation of Business Model. [8]

Raising Finance: A Non-Disclosure Agreement (NDA), Term Sheets, Exit Strategies, Scaling up the venture, Developing Business Plan, business fair. [7]

Text Book

1. Andriopoulos, C. and Dawson, P., Managing Change, Creativity and Innovation, Sage

Reference Books

1. Bilton, C. and Cummins, S., Creative Strategy, Wiley
2. Hurt, F., Rousing Creativity: Think New Now, Crisp Publications Inc.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Dynamics of Family Business Governance

EF.20.623

3-1-0-4 (Contact Hrs: 39)

Course Objective

Students will develop an understanding of the dynamics of joining a family firm and this newfound knowledge will help in securing value and opportunities within Family Business.

Course Contents

Understanding Family Business: Define family business, Strengths and weaknesses, Survival, Success and growth of family business, Business and ownership governance, Succession and continuity, Economic impact, Family business culture and values, Dilemmas and challenges for family businesses - Resistance to change, Emotional issues, Leadership - Competitive edge and outperformance. [9]

Theoretical Prospective of Family Business: The agency theory perspective, The stewardship perspective, Family business dynamics - People, system and growing complexity, Family culture, organizational culture, Conflict and culture change, Family business people – Founders, Women in family businesses, Multifamily ownership, Non-family employees, Family business life cycles - A story of growing complexity, Life-cycle stages, A customer-active paradigm, Ownership transitions, The family's relationship with business - Developing a strategic vision and building teamwork, Articulating values and shared vision, Designing family governance. [10]

The next generation: Human resource management and leadership perspective - To join or not to join? The importance of outside experience, Credibility with non-family employees. Systems overlap and human resource management issues – Recruitment, Training and development, Remuneration, Performance appraisal and promotion, Working in the business - Seek out a mentor, Gain the respect of employees, Tread carefully, beware sibling rivalry, Work at establishing personal identity, Relationship with the senior generation. [10]

Making the most of outside resources: The Perspective of nonfamily managers, Career [10]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level, Role Analysis: Concept of Role and its Process, Competency-mapping-methods and process & assessment centers-tools and procedure. [6]

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opportunities for nonfamily managers, Non-family managers - Relationship with the family, Introducing external executives, Motivation and rewards, Incentive design and delivery; Extending the family culture to nonfamily managers, Motivating and retaining nonfamily managers, Nonexecutive directors – Selecting the right candidate, Board practices; Professional advisers and consultants - advisers keeping pace with your needs; Consultants, Family business consultants, Relationships underpinning an advisory role, Outsider advisors - The family business consultant.

Text Book

1. Leach, P.: Family Business: The Essentials, Profile Books Ltd.

Reference Books

1. Poza, E.J., Family Business, Thomson
2. Bolton, B., Entrepreneurs: Talent, Temperament, Technique, Butterworth-Heinemann
3. Nanadan, R., Unleashing your Entrepreneurial Potential, Sage
4. Drucker, P.F., Innovation and Entrepreneurship, Affiliated East West Press.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency-mapping-methods and process & assessment centers-tools and procedure. [6]

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SECOND YEAR SPRING SEMESTER - IV

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Business Ethics and Corporate Governance

MB.20.604

2-1-0-3 (Contact hrs: 26)

Course Objective:

The ultimate aim of the course is to leave students better equipped to identify corporate initiatives in business ethics and corporate governance and to think critically about the long term impact of those initiatives on the environment, on society and the bottom line of the organization.

Course Contents

Introduction to Ethics and its Applications in Business: Concepts, Role and scope of ethics in business, Theories of ethics, Morality and moral standards, Moral reasoning for ethics. [4]

Ethics in Functional Areas of Business Management: Ethics and Business - codes, dilemmas and dialectics, Ethical issues in - Marketing and advertisement, Finance and accounting, Human resource management, Production and operations management, Ethical decision making. [6]

Corporate Governance: Principles, Issues and trend, Evolution of Corporate Governance, Structure and process, Emerging trend. [4]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Legal Framework and Agents in Corporate Governance: Regulatory aspects of corporate governance, Shareholders of the company, Role of Board of Directors, Role of Auditors, Whistle blowing mechanism, Role of government, Role of media. [7]

Sustainability: Meaning, scope and terminologies, Triple bottom line, Corporate sustainability reporting frameworks – National voluntary guidelines, Carbon trading and Kyoto Protocol to reduce collective emissions of greenhouse gases. [5]

Texts Books

1. Ghosh, B.N. (2015), “*Business Ethics and Corporate Governance*” First Edition, McGraw Hill, India.
2. Mandal, S.K. (2013), “*Ethics in Business and Corporate Governance*”, 2nd Edition, New Delhi: McGraw Hill Education.

Reference Books

1. Albuquerque, D. (2017), “*Business Ethics – Principles and Practices*”, First Edition, OUP, India.
2. Chakraborty, S.K. (2002), “*The Management and Ethics Omnibus*”, Second Edition, OUP, India.

 **JKM UNIVERSITY** **SCHOOL OF BUSINESS**
Nation-building Through Women Leadership *Approved by 36th ACM*
LAKSHMINAGAR - RAJASTHAN
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Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro Level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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To offer the opportunity for the young students to acquire on job the skills, knowledge, attitudes, and perceptions along with the experience needed to constitute a professional identity. To provide means to immerse students in actual supervised professional experiences. Participants will gain in-depth understanding and insights in specific management areas of mutual interests with the help of faculty.

Dissertation shall be of 3 credits and it shall spread over to two semesters i.e. III and IV.

Course Contents

The student shall work under the supervision of the Faculty and carry out a dissertation and submit a structured report in TWO hard copies and one soft copy (CD). In the interest of environmental considerations, students are encouraged to print their dissertation reports on both faces of the paper.

The student is required to conduct advanced research on a topic related to one (or more) of contemporary issues in management. The topic is

chosen in consultation with the student's supervisor.

The student will prepare and present a detailed research proposal prior to starting the work. It is mandatory for the student to seek advance written approval from the faculty guide about the topic before commencing the dissertation work. A dissertation outlining the entire problem, including a survey of literature and the various results obtained along with their solutions is expected to be produced. The student must submit the completed dissertation and make an oral presentation of the same. Through the dissertation, the student is expected to furnish evidence of competence in understanding varied aspects of the theme/topic selected and a deep understanding of the specialty area. The completion of the dissertation / project shall be certified by the Faculty Guide.

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Financial Derivatives and Risk Management

FM.20.604

3-1-0-4 (Contact hrs: 39)

Course Objective:

The course objective is to develop an understanding of the underlying concepts, strategies and issued involved in risk management. This course will provide the skills to identify and measure risks, quantify risks and create risk response strategies to deliver decisions that meet stakeholder expectations. The course will also acquaint students with derivative securities, markets, pricing, hedging and trading strategies of derivative instruments.

Course Contents

Introduction to Derivatives & Risk Management: Forwards, futures, options, bonds, swaps and other derivative instruments. Investors and risk management, profitable side of risk management; Risk management process – Risk models. [6]

Derivatives: Forwards and Futures- Theory of futures trading, Determination of forward and future prices: Pricing of futures and forwards on investment assets, commodities, currencies and interest rate. Hedging strategies using futures: Short hedge and long hedge using futures, cross hedging of portfolio and commodities using futures. [7]

Derivatives: Option- Basic Option Pricing: European options, American options, forward-spot parity, put call parity, the binomial option-pricing model, Construction of option strategies in various market situations and their pay off. [7]

Advance option strategies: - Lognormal distribution, modeling option prices. Valuation of derivatives in Continuous Time: The Black and Scholes model, volatility estimation in BS model, Extensions of Black and Scholes formula and Greek symbols. [7]

Hybrid Derivatives: - Swaps Transactions: Interest rate swaps, currency swaps, Pricing and valuation of swaps. Credit default swaps, valuation of credit default swaps. [6]

Enterprise Risk Management: - Firm wide approach to risk management – measuring risks for corporations, the maturity model, Value at risk – Var models. [6]

Text Books

1. Das, S. and Sundaram, R. (2013),

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro Level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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“Derivatives Principles and Practice”, 1 Edition, New

Delhi: McGraw Hill Education.

2. Hull, J.C. and Basu, S. (2017), *“Options, Futures and Derivatives”, 9 Edition, New I*
Hall of India.

Reference Books

1. Bhalla, V.K. (2001), *“Financial Derivatives: Risk Management”, 1 Edition, New Delhi:*
S. Chand and Company Private Ltd.
2. Chance, D.M. and Brooks, R. (2014), *“Derivatives and Risk Management”, 10 Edition,*
USA: Cengage Learning.
3. Somanathan, T.V. and Nageswaran, A.V. (2015), *“The Economics of Derivatives”, New Delhi: Cambridge University Press.*
4. Stiltz, R.M. (2003), *“Risk Management and Derivatives”, New Delhi: Thomson, South Western.*

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International Financial Management

FM.20.614

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To familiarize participants with basic concepts, tools and techniques of International financial and monetary management.
- In the course, students will gain a practical understanding of factors contributing to foreign exchange rate risk & other International factors that creates risk environment.
- Provide an in-depth understanding of the process and techniques used to make international investment decisions.

Course Contents

International Financial & Monetary system: Global Financial Environment, International Financial Management-nature and scope, international monetary system, Bretton woods conference, Payment terms in international trade. International flow of goods, services and capital. [8]

Financing techniques in international trade, computation of foreign exchange rates, exchange rates quotation, factors affecting exchange rates- spot rates, forward exchange contracts, foreign exchange & currency future. GDRs, ADRs [10]

Foreign Exchange Risk Management: Exposure and risk, Transaction exposure, Translation exposure and economic exposure, Management of exposures, internal techniques, netting, marketing, leading and lagging, pricing policy. Forex market risk management- forex derivatives, swaps, futures, options and forward contracts. [10]

International Capital Budgeting: Concept, Problems associated, Evaluation of a project, Factors affecting, Risk Evaluation, Impact on Value, Foreign Direct investment – Foreign portfolio investment- International Bond & Equity market, International Cost of Capital. [11]

Text Books:

1. Apte P.G., International Financial Management, TMH Publishing House, New Delhi.
2. Avadhani V.A, International Finance, Theory and Practices, Himalaya Publishing House, Mumbai.

Reference Books

 **SCHOOL OF BUSINESS**
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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

1. Sharan Vyuptakesh, International Finance, PHI Pvt Ltd. New Delhi
2. O'Brien Thomas J. International Finance, Oxford University press, New Delhi.
3. Click & Coval, The Theory and Practice of International Financial Management, PHI Pvt. Ltd, New Delhi
4. Jain, Peyrard, Yadav, International financial Management, McMillan Publishers

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Financial Modeling

FM.20.624

3-1-0-4 (Contact hrs: 39)

Course Objective:

Modeling techniques for accurate financial forecasting are used in many areas of finance, such as derivatives valuation, project evaluation, deal structuring, portfolio management and the like. In this course, students will learn the financial model building skills with the help of excel and VBA.

Course Contents

Understanding Advanced Features of Excel: - Database Functions in Excel, Creating Charts, Using Forms and Control Toolbox [4]

Understanding Finance Functions in Excel: - Creating Dynamic Models, Sensitivity Analysis using Excel, Scenario Manager, Other Sensitivity Analysis Features. [5]

Simulation using Excel: - Different Statistical Distributions used in Simulation, Generating Random Numbers that follow a particular distribution, Building Models in Finance using Simulation. [7]

Accounting in Excel: - Preparing common size statements directly from Trial Balance, Forecasting Financial Statements using Excel, Analyzing Financial Statements by using Spreadsheet Model. [7]

Valuation in Excel: - Determination of Value Drivers, DCF Valuation, Risk Analysis in Valuation, Financial Model building [5]

Understanding Subroutines and Functions and building simple financial models using subroutines and functions:-Recording and Editing Macros, Subroutines and Functions, Decision Rules, Message Box and Input Box, Debugging. [6]

Designing Advanced Financial Models using VBA:- User Forms, Other Advanced Features and Actual Model Building. [5]

Text Books

1. Sengupta, C. (2013), "Financial Analysis and Modeling Using Excel and VBA", 2

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Edition, New Delhi: John Wiley and Sons India.

2. Tjia, J. (2004), “*Building Financial Models*”, New Delhi: McGraw Hill Education.

Reference Books

1. Benninga, S. (2014), “*Financial Modeling*”, 4th Edition, New Delhi: MIT Press.
2. Day, A. (2012), “*Mastering Financial Modeling in Microsoft Excel: A Practitioner's Guide to Applied Corporate Finance (The Mastering Series)*”, 3rd Edition, New Delhi: Prentice Hall of India.

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Corporate Restructuring

FM.20.634

3-1-0-4 (Contact hrs: 39)

Course Objective:

The course aims to facilitate understanding of corporate merger and acquisition activity, restructurings and corporate governance. The focus will be on fundamental concepts of valuation and analytical tools of corporate finance related to restructuring. The aim of the course is for the students to understand the motivations, decision processes, transaction execution, and valuation consequences of financial, business, and organizational restructuring by corporate units.

Course Contents

Overview of Corporate Restructuring: Introduction to corporate restructuring, different forms, motives & applications of corporate restructuring, Financial Strategy and Planning. [5]

Dimensions of Mergers and Acquisitions: Mergers & acquisitions concept, types and process, Accounting for Mergers& Demergers, Regulatory framework of mergers and acquisitions. Due diligence for M&A, Cross-Border Mergers & Acquisitions. Take-over and Defense Tactics. [9]

Valuation Aspects of Corporate Restructuring: Methods of payment for M & A and Calculations of exchange ratio, Fundamental and methods of business valuation, Calculations of financial synergy and return [9]

Different approaches of valuation – Comparable company & transaction analysis method, DCF, Real Option method, Formula approach for valuation and other important methods of valuation. [8]

Dimensions of Corporate Restructuring: Financial Restructuring & Divestiture, Funding Options for M&A. Strategic Alliances & Joint Ventures, Employee Stock Ownership, Going Private & Leveraged Buyouts . [8]

Text Books:

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1. Corporate Restructuring, Bhagaban Das and Debdas Raskhit, Himalaya, Latest Edition
2. Financial Management, M Y Khan & P K Jain, TATA McGraw Hill, Latest Edition

Reference Books:

1. Mergers & Acquisitions, B Rajesh Kumar, TATA McGraw Hill, Latest Edition
2. Mergers and Acquisitions, Aurora, Shetty and Kale, Oxford, Latest Publication
3. Mergers & Acquisitions, Kamal Ghose Ray, PHI, Latest Edition
4. Mergers, Acquisitions and Corporate Restructuring, Prasad Godbole, Vikas, Latest Edition
5. Value Creation from Mergers and Acquisitions, Sudi Sudarsanam, Pearson, Latest Edition
6. Takeovers, Restructuring, and Corporate Governance, James J. Fred Weston, Mark L. Mitchell, J. Harold, Pearson, Latest Edition

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Diversity and Inclusion

HR.20.604

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- To provide comprehensive insights into diversity at the workplace, this has recently become one of the biggest competitive advantages that organizations have.
- To highlight the trends and practices, which are emerging for diversity at the workplaces, in India, Asia and globally.
- To prepare future managers to be aware of diverse segments of talent that they will work with, their own internal biases, mindfulness about inclusion and lead, and how to leverage their combined strength, for sustainable business growth.

Course Contents

Introduction to Diversity and Inclusion: Meaning, Objectives, Focus areas, Paradigms for engaging a diverse workforce, Challenges of managing diversity, Diversity legislation in a global perspective. [5]

Dimensions of Diversity in the Workplace: Gender, Age, Caste, Language, Gender, Religion, Four generations in the workplace, Generational differences, Discrimination and equality in Employment, Consequences of not managing diversity, Recognizing Unconscious Bias. [6]

Interpersonal Relationships in a Global Work Context: Cultural styles and relational mental models, Diversity in interpersonal relationships, Interpersonal relationships and cross-cultural communication, Theoretical perspectives on interpersonal cross-cultural communication. [9]

Managing Diversity at the Workplace (Inclusion): Theories of diversity management, Steps in managing diversity effectively, Managing gender diversity at the workplace, Managing generational diversity at the workplace, Managing cross-cultural diversity, Preparing managers for leading diverse teams, Leadership's role and buy-in related to diversity and inclusion, Diversity training, Communication strategy for a diverse workplace. [9]

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Inclusive Workplace: Inclusion through diversity within the work organization, Inclusion through corporate-community collaborations, Inclusion through state/national collaborations, Diversity and inclusion audits. [5]

Diversity and Inclusion Trends and Best Practices - India, Asia, Global, Reverse discrimination, Inclusion of differently-abled employees at the workplace [5]

Text Book

1. Michalle E. Mor Barak, Managing Diversity: Toward a Globally Inclusive Workplace, 4th Edition (2016), Sage Publishing.

Reference Book

1. Gary N. Powel, Managing Diverse Workforce Learning Activities, 3rd Edition (2010), Sage Publications.

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Human Resource Development Systems

HR.20.614

3-1-0-4 (Contact hrs: 39)

Course Objective:

The aim of this course is to facilitate the learning concepts and practices related to HRD. This course will elaborate on the purposes and advantages of needs assessments. Identify the attributes (all the way through to evaluation) of different kinds of HRD programs as studied in the text- orientation, skills and technical training, coaching and performance management, employee counseling and wellness services, career management and development, and describe organization development and change in relation to models of change, OD theories.

Course Contents

Text Books

1. Haldar, U.K. (2009), “*Human Resource Development*”, University Press.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro Level, Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Edition, New Delhi: Oxford

2. Lynton, R.P. and Pareek, U. (2011), "Training for Development", 3 Sage Publications. Edition, New Delhi:

Reference Books

1. Agochiya, D. (2009) "Every Trainer's Handbook", 2 Edition, New Delhi: Sage Publication.
2. Blanchard, P.N., Thacker, J.W. and Ram, V.A. (2010), "Effective Training: Systems, Strategies and Practices", New Delhi: Pearson Education.
3. Noe, R. (2010), "Employee Training and Development", 5 Edition, New Delhi: McGraw Hill Education.

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HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. [5]

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Performance Management

HR.20.624

3-1-0-4 (Contact hrs: 39)

Course Objective:

The objective of this course is to equip students with comprehensive knowledge and practical skills to improve their ability for performance appraisal in the organizations. It is particularly intended for future managers and supervisors who will conduct the performance appraisal of their subordinates.

Course Contents

Introduction: Concept, Significance, Objectives, Principles, Competitive advantage, Linkage to other HR processes. [4]

Theoretical Framework: Goal Theory and its application, Control Theory and its application, Social Cognitive Theory and its application, Justice Theory and its application [4]

Performance Appraisal Process: Prerequisites, Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal. [5]

Performance Management and Strategic Planning: Definition and purposes of strategic planning, Process of linking performance management to the strategic plan, Building support. [5]

Methods of Performance Appraisal: Designing performance appraisal form, Objective methods, Individual methods, Multiple methods, Competency mapping, Common rating errors, Elements of good performance appraisal system, Achieving effective performance appraisal. [5]

Performance Management Implementation: Strategies for effective implementation, Factors affecting effective use of PM, Operationalizing change through PM, Building and leading high performance team. [4]

Performance Management and Employee Development: Personal development plan, Direct supervisor's role, Assessment centers, 360-degree feedback system. [5]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

Training and Development: Need Assessment Process, Systematic approach to need assessment, Designing, Transfer of learning, Evaluating training program, Special issues in training and development, Management Development and Organizational Goals, Trends in management education. [8]

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Reward Systems and Legal Issues: Significance of reward in PM, Components of reward system, Linkage of PM to compensation systems, Legal issues associated with PM. [4]

Ethics in Performance Appraisal: Ethical issues and dilemmas in PM, Ethical strategies in PM, Developing code of ethics in PM. [3]

Text Books Edition, New Delhi: Pearson

1. Aguinis, H. (2013), “*Performance Management*”
Education.

2. Bhattacharyya, D.K. (2011), “*Performance Management Systems and Strategies*”, 1
Edition, New Delhi: Pearson Education.

Reference Books

1. Bagchi, S.N. (2013), “*Performance Management*”, 2nd Edition, New Delhi: Cengage
Learning.

2. Kohli, A.S. and Deb, T. (2008), “*Performance Management*”, 1st Edition, New Delhi:
Oxford University Press.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Compensation Management

HR.20.634

3-1-0-4 (Contact hrs: 39)

Course Objective:

The course aims to equip students to effectively design compensation structure for overall organizational effectiveness as the new generation of HR professional need to master all these areas to render meaningful support to organizations, reducing their dependency on outside consultants.

Course Contents

Introduction to Compensation Management: Concept of compensation, Objectives of Compensation System, Intrinsic and Extrinsic Compensation, Strategic Compensation, Strategic Vs. Tactical Compensation Decision. [4]

Bases for Pay: Traditional bases for pay – Human Capital theory, Seniority and longevity pay, Merit pay, Linking performance appraisal with merit pay; Person-Focused Pay – Competency-Based, Pay-for-Knowledge, and Skill-Based pay. [4]

Components of Compensation I: Core compensation: Base pay, Cost- of – living adjustment (DA), Bonus. [3]

Components of Compensation II: Fringe compensation: Benefit policies, Statutory benefits – Gratuity, Provident fund, Employees' State Insurance, Employees' Compensation Act, Pension schemes; Discretionary benefits - Personal security, Financial assistance and Personal needs, Flexible benefits- Company cars, Holidays, Pensions, Insurance etc. [5]

Contextual Influences on Compensation Practice: Prevailing wage laws, Labor unions as contextual influences, Inter industry, Wage differentials/ Compensation differentials. [4]

Job Evaluation: Concept of job evaluation, Various kinds of job evaluation plans. [4]

Surveying Market pay and Compensation Practices: Need and purpose of the survey, Designing a Survey, Types of Survey - Custom developed surveys and published compensation data surveys. [4]

Designing Compensation Structure: Compensation designing process - Define a pay grade and develop a pay structure, Base pay and other compensation components for a team, Pay structure variations- broad banding and two- tier base plan. [4]

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International Compensation: International compensation programs, Expatriates Components of international programs, Main components - Setting expatriates base pay and Incentive compensation. [4]

New Approaches: Variable performance linked pay (VPLP), Employee stock option plan, EVA, Cafeteria style of compensation. [3]

Text Books:

1. Martocchio Joseph J. (2014), "*Strategic Compensation- A Human Resource Management Approach*", 7th Edition, New Delhi, Pearson Education.
2. Bhattacharyya D.K. (2015), "*Compensation Management*", 2nd Edition, New Delhi, Oxford University Press.

Reference Books:

1. Milkovich George T, Newman Jerry M. and Venkat Ratnam CS (2017), "*Compensation*", 12th Edition, New Delhi, Tata McGraw Hill.
2. Richard I. Henderson, *Compensation Management in a Knowledge - based World*, 10th Edition, New Delhi, Pearson Education.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Integrated Marketing Communication

MM.20.604

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- The objective of the course is to help students look at marketing communications with a holistic approach and to understand the principles and practices of marketing communications
- Apply the key terms, definitions, and concepts used in integrated marketing communications.
- Conduct and evaluate marketing research and apply these findings to develop competitive and positioning strategies and to select the target audience(s) for the IMC campaign plan.
- Examine how integrated marketing communications help to build brand identity and brand relationship, and create brand equity through brand synergy.
- Choose a marketing communications mix to achieve the communications and behavioural objectives of the IMC campaign plan.
- Develop an integrated cross-media strategy and creative message and concept to reach the target audience and deliver the brand promise through an IMC campaign.
- Structure an integrated marketing communications campaign plan based on the application of marketing concepts, principles, and practices within an organization.
- Measure and critically evaluate the communications effects and results of an IMC campaign to determine its success.

Course Contents

Integrated Marketing Communication (IMC): Marketing Communication, Objectives of Marketing Communication, Factors contributing to IMC, Participants in IMC, IMC Promotion Mix, and Challenges in IMC, [6]

 **SCHOOL OF BUSINESS**
Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Consumer Behaviour and IMC: Role of marketing communications in Consumer Decision Making, Combination of behavioural and communication objectives for each stage of the consumer decision making process. [6]

Advertising Management: Meaning, Nature and Scope of Advertising, Classification of advertising, advertising appropriation, advertising campaigns Customer and Competitor Analysis, STP Strategies for Advertising. Advertising Agencies – their role, functions, organization, Remuneration, client agency relationship, account Planning; Management of Advertising Agencies, Preparation and Choice of Methods of Advertising Budget, Ethical and Social Issues in Advertising. [7]

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Message Design: The Creative concept development; the creative processes of the different forms of IMC; Communication Models with reference to Advertising AIDA, Hierarchy of effects, Innovation, Adoption. Creative planning, creative strategy development, Communications appeals and execution, Message strategy design considerations, Source of the message, Message integration, Advertorials and Infomercials, Evaluation of Creative Strategy/work. Campaign Planning: Message Creation, Copywriting, Role of Creativity in Copywriting. Testing of Advertising Effectiveness, [7]

Media Management: Media Types and their characteristics; Setting Media objectives; Media planning; Media Strategy; Media buying; and media research. [6]
Emerging Concepts and Issues in Marketing Communications, Sponsorship: POP: Supportive Communication, Role of E-Commerce in Marketing Communication.

Corporate Communication and Public Relations: Types of PR, Sales Promotion – Different types of Sales Promotion, relationship between Sales promotion and advertising, Publicity – Types of Publicity, relationship between advertising and publicity, Personal Selling, Direct marketing and direct response methods, Event Management. [7]

Text Books

1. Clow, K.E. and Baack, D.E. (2016), “*Integrated Advertising, Promotion, and Marketing Communications*”, 7th Edition, New Delhi: Pearson Education.
2. Shah, K. and D’Souza, A. (2009), “*Advertising and Promotions an IMC Perspective*”, New Delhi: McGraw Hill Education.

Reference Books

1. Belch, G. and Belch, M. (2016), “*Advertising and Promotions: An Integrated Marketing Approach*”, New Delhi: McGraw Hill Education.
2. Lane, R., King, K. and Russell, T. (2009), “*Kleppner’s Advertising Procedure*”, US: Pearson Education.
3. Percy, L. (2014), “*Strategic Integrated Marketing Communications*”, 2nd Edition, New Delhi: Routledge.
4. Shimp, T.A. and Andrews, A.J.C. (2013), “*Advertising Promotion and Other Aspects of*

 **SCHOOL OF BUSINESS**
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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Integrated Marketing Communications”, 9th Edition, Cengage Learning.

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Digital Marketing

MM.20.614

3-1-0-4 (Contact hrs: 39)

Course Objective:

Digital marketing course has been designed in such a way as it helps the students to transit from a functional role to a management role that requires more strategic digital and web marketing skills. Developing a successful digital marketing model is both an art and science.

Course Contents

Introduction: Now and before of digital marketing - digital marketing for the 21st century, Importance and scope of digital marketing; How web sites works – dynamic, static, blogs: search engines and types of search engines – meta, crawler, directories; How to create a blog. [9]

Concepts of Digital Marketing: Search engine optimization marketing, Online advertisement, Affiliate, Social media, Analytics. Introduction to Search Engines: Google guidelines, Best Practices, Quality guidelines, Design guidelines; Search engine page results – familiarizing Google results. How Google works: Search engine ranking methods, Techniques to get on top of Google, Meta tags best practices. [10]

Digital Marketing Management: Role of web marketing manager, Web marketing department structure, Roles and responsibilities, Job description, Targets, goals. Digital Marketing Plan: Goals, objectives, KPI's, Market research, Value creation process. Strategic web marketing plan, Budgeting, Channel. Online Reputation Management: Brand management, Tools to monitor online brand reputation, Communication online best practices, Online press releases, Online newspaper, magazine ads, Google, Yahoo news. [10]

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Social Media Marketing: Introduction to social media, Examples of social media, Uses of social media, How companies use social media, Impact of social media in search Benefits of social media: Case studies of social media, SEO for social media, How to get started in social media. Social media profile creation and optimization. Online Ads – How online ads work : Interactive ads, Creative ads, Google Ad words, Online ad methods, Types of online advertisements, Face book ads, LinkedIn ads, Video ads, Text ads, Image ads, Local ads, Content network ads, Best practices, Campaign set up, Billing, Budget, Segment, Audience Effective Ads: Calculating ROI, Budget, How to choose your ad partner, Blogging for businesses Creative's & Content: Designing, Content development, Optimizing your ads, A/B testing, Conversion optimization, Landing page creation and optimization Face book strategy: Identify goals, Find Influencers, Understand tone (listening), Activation. How Face book advertisement works: The 3 Rs – Reporting, Results & Reallocation, Measuring ROI in Face book ads, Insights and Analytics for Face book Twitter Management: Twitter for business, Step by step instructions to Twitter, Key Definitions You Tube: You Tube branding, You Tube Ads, Getting started guide [10]

Text Books

1. Chaffey, D., Ellis-Chadwick, E., Johnston, K. and Mayer, R. (2000) “*Internet Marketing: Strategy, Implementation and Practice*”, UK: Pearson Education.
2. Gay, Richard; Charlesworth, Alan and Esen, Rita (2007) “*Online Marketing: A Customer-led Approach*”, New Delhi: Oxford University Press.

References Books

1. Evans, D. and Bratton, S. (2008). *Social Media Marketing: An Hour a Day*, Second Edition, Wiley.
2. Evans, D. and Bratton, S. (2010). *Social Media Marketing: The Next Generation of Business Engagement*. Wiley.

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Rural Marketing

MM.20.624

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- The objective of this course is to develop understanding of issues in rural markets.
- To explore the Special Areas in Rural Marketing Environment and to learn nuances of rural markets to design effective strategies
- To enhance deeper understanding of rural consumer behavior and to develop the rural marketing mix.

Course Contents

Introduction to rural marketing: Rural Economic Structure, Rural Occupation Pattern, Incomes & Consumption, Rural market Size and Rural Infrastructure; **Rural Marketing Opportunities:** Taxonomy of the Rural Market, Go Rural Decision, Rural Inhibiting factors, Approach Decision: Evolution and Scope, Rural versus Urban Marketing, Becoming a Rural Marketer, Testing rural marketing potential. Understanding the Rural Economy: Rural marketing Environment, social environment, economic environment, technological environment, innovations, political environment and development initiatives, implications on rural marketers [6]

Rural Consumer Behavior: Rural consumer on the growth, models of consumer behavior, buying decision process, Rural Marketing Models, Bottom of the Pyramid Approach, Integrated, Innovation and Inclusive – Growth Model, Opinion Leaders influencing the decision making process, buyer characteristics, buying behavior patterns, brand loyalty, innovation adoption [4]

Rural Marketing Research: Significance of information, sources of information, marketing research – key decisions, approaches and tools – case for innovation, participatory approaches, innovative tools, rural versus urban marketing research, rural research business, challenges in rural marketing research. [6]

Selecting and Attracting Markets: Concepts and process for segmentation, bases for segmentation, emerging segments – women and youth, guides to effective segmentation, targeting, positioning, Cases in FMCG, consumer durables, Financial Services, Agricultural inputs and Cottage Industries in Rural areas. [4]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Product Strategy for rural markets: Product decisions, product classifications, product strategy levels, significance of product strategy, product strategies : assessment of acceptability, product design decisions, types of product strategies, product innovation strategies, customer value strategies, product identity strategies – branding, product identity strategies – packaging, brand building strategies, product lifecycle strategies, fighting fakes. [5]

Pricing Strategy: Concept and significance, pricing objectives, pricing policy, pricing strategy – the affordability challenge, rural versus urban, needs integrated approach, pricing for the quality conscious segment, value conscious segment and price conscious segment , Pricing and environmental factors, pricing for competition, pricing by retailers, pricing and product lifecycle . [5]

Distribution Strategy: and Rural Retailing: The Availability Challenge, Distribution Practices, Distribution Trends, Rural Logistics, Rural Coverage Decision, Geographical Information System for Planning Rural Coverage, Distribution decision – Direct Versus Indirect, Direct Marketing, Indirect Marketing. The rise of organized retailing, types of retail outlets, role of retailers, rural malls, Government initiated retail outlets, entrepreneur founded malls, agri company retail outlets, retail outlets of petro-chemical companies, retailing by urban players, PPP models, E Tailing, Training Retailers. [5]

 **SCHOOL OF BUSINESS**
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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Challenges for Rural Communication: Massage & Media for Rural Communication Promotion Strategy: IMC – Concept and Management Awareness and Motivation Challenge, Objectives and Framework of IMC, Promotional Mix, Communication Process, Communication Media, Designing the Communication Strategy, IMC Strategy, Rural Advertising. [4]

Text Book

1. Rural Marketing – Text and Cases, Krishnamacharyulu and Ramakrishnan, Pearson 2/ed. (2012)

Reference Books

1. Kashyap Pradeep & Raut Siddhartha, (2009), Rural Marketing Biztantra Publishers.
2. Rural Marketing – Concept and Practices, Dogra and Ghuman, TMGH

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Retail Management

MM.20.634

3-1-0-4 (Contact hrs: 39)

Course Objectives:

- Learn about the ever-changing retail landscape Become familiar with how the retail industry works and understand the areas of accountability for retail management
- Understand the general concepts of merchandising. Understand store layout by department, including flow and adjacencies
- Explain how to read and execute a planogram to maximize sales e. Understand the impact of visual merchandising
- Understand the standards of quality service, and how service impacts Understand floor recovery strategies and methods

Course Contents

Introduction to retailing: What is retailing, Social and economic significance of retailing, Structure of retailing and distribution, Opportunities in retailing, Indian vs. Global Scenario [4]

Types of retailer: Store & Non Store Retailing --Franchising- Unconventional channels Retailer characteristics, Food retailers, General merchandise retailers, Service retailing, Types of ownership, Retail channels, Benefits offered by retail channels, Challenges of effective multichannel retailing [4]

Retail buying behavior and Retailing Strategy: The buying process, Types of buying decisions, Social factors influencing the buying process Retail market strategy, Target market and retail formats, Growth strategies, Global growth opportunities [6]

Financial strategy and retail locations: Financial objectives and goals, Strategic profit model, Analysis of financial strength, Setting and measuring performance, Types of locations, other locations opportunities, Location and retail strategy, Legal considerations, Evaluating specific areas for locations, Evaluating a site for locating a retail store, Trade area characteristics, Estimating potential sales for a store site, Negotiating lease. [6]

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Nation-building Through Women leadership *Approved by 56th ACM*
Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Human Resource Management: Objectives of Human Resource Management, Issues in retail human resource, designing the organization structure for retail firm, Store management responsibilities, recruiting and selecting employees, Motivating and managing store employees, Evaluating store employees and providing feedback, Compensating and rewarding store employees, Managing diversity, Legal issues in Human Resource [4]

Merchandise management: Merchandise management overview, forecasting sales, Developing an assortment plan, Setting inventory and product availability levels, Establishing a control system for managing inventory, Allocating merchandise to stores, Analyzing merchandise management performance, Developing and sourcing private label merchandise, Negotiating with vendors [5]

Retail pricing and communication mix: Pricing strategies, Consideration in setting retail prices, Pricing techniques for increasing sales and profits, Legal and ethical pricing issues, Communication programs to develop brand images and build customer loyalty, Methods of communicating with customers, planning the retail communication program. [4]

 **SCHOOL OF BUSINESS**
Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro level. Role Analysis: Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Store Management: Store design objectives, Store design elements, Visual merchandising, Creating an appealing store atmosphere, Strategic advantage through customer service, Customer service quality, Service recovery. [4]

Information system in retailing: Creating strategic advantage through supply chain and information system, the flow of information and products in supply chain. [2]

Text Books

1. Retailing management by Michael Levy Barton Weitz Ajay Pandit, M. G.Hills, 8th Edition (2012)
2. Retailing Management by Swapana Pradhan, M. G.Hills, 4th Edition (2012)

Reference Books

1. Integrated retail management by James R. Odgen Denise T. Ogden, Bizantra, 2nd Edition
2. Managing retailing by Piyush Kumar Sinha and Dwarika Prasad Uniyal, Oxford University Press, India, 2nd Edition (2012)
3. Ramkrishnan and Y.R.Srinivasan, Indian Retailing Text and Cases, Oxford University Press

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Strategic Brand Management

MM.20.644

3-1-0-4 (Contact hrs: 39)

Course Objective:

This course aims to develop students' understanding of the importance of brand equity as well as how to build, measure, and manage brand equity. It will cover topics in the utilities of branding, steps/process of building brands, methods of measuring brand equity, ways to leverage brand equity, strategies in managing brand portfolios, and management of brands over time, geographic boundaries, and market segments.

Course Contents

Introduction: Understanding the role of the Brand Manager, how it has evolved over time, key variables to be managed and the key deliverables. [5]

Brand and Brand Management: Commodities Vs Brands, The role of brands, Strategic Success and Pioneer advantage, Successful brands, Concept of Market re-definition, General Management success and Brand success, Understanding the impact technology has had on the marketing landscape and the way the management of a brand is progressively being shaped by a new and active participant – the consumer. [9]

The brand equity concept: Brand Equity Models – Brand Asset Valuation, Aaker Model, BRANDZ, Brand Resonance, Building Brand Equity, Brand Identity and Brand image. Brand Vision, Brand Objectives. Choosing brand Elements, Brand Leveraging and Brand Performance: Establishing brand equity management system, measuring sources of brand equity and consumer mindset, Co-branding, celebrity endorsement, [9]

Brand Positioning & Brand Building: Brand knowledge, Brand portfolios and market segmentation, Steps of brand building, Identifying and establishing brand positioning, Defining and establishing brand values. Designing and Sustaining Branding Strategies: Brand hierarchy, Branding strategy, Brand extension and brand transfer, Managing brand over time. Rejuvenation and Re-launch. [8]

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Measuring Brand Equity: Brand Value chain, Brand Audits, Brand Tracking, Brand Valuation, Managing Brand Equity: Brand Reinforcement, Brand Revitalization, and Brand Crisis. Define public relations, Identify the differences among advertising, publicity, press agency and PR. PR & its role in organizations. Examine the different publics of an organization [8]

Text Books

1. Keller, K.L., Parameswaran, M.G. and Jacob, I. (2013), “*Strategic Brand Management: Building, Measuring and Managing Brand Equity*”, 3rd Edition, New Delhi: Pearson Education.
2. Kapferer, J.N. (2012), “*The New Strategic Brand Management: Advanced Insights and Strategic Thinking*”, 5th Edition, New Delhi: Kogan Page.

Reference Books

1. Keller, K.L. (2008), “*Best Practice Cases in Branding: Lessons from the World’s Strongest Brands*”, 3rd Edition, New Delhi: Pearson Education.
2. Sengupta, S. (2005), “*Brand Positioning: Strategies for Competitive Advantage*”, 2nd Edition, New Delhi: McGraw Hill Education.
3. Richard, E. and Percy, L. (2007), “*Strategic Brand Management*”, New Delhi: Oxford University Press.

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International Business Economics

BE.20.604

3-1-0-4 (Contact hrs: 39)

Course Objective:

This course looks into the economic aspects of international business. The market outcomes of liberalizing trade environment, trade policy framework of the WTO, economics of the currency market and macroeconomic linkages of the open economy are the primary points of emphasis of the course.

Course Contents

Trade Theories: Understanding free trade arguments that govern trade agreements, Absolute Advantage and Comparative advantage, Heckscher Ohlin model of factor abundance. [9]

Trade Policies: Tariff and quota, Voluntary Export restraints, Role of WTO in International trade, Dumping and Antidumping Duty under the WTO, Subsidies and Countervailing duties under the WTO, Regional integration [10]

International Trade Procedures: Export Documentation and Procedures, International Payment Terms, INCOTERMS [10]

Currency and International Finance: Currency market and basic Central Bank operation, Basics of fixed and flexible exchange rate, Determination of exchange rate Currency derivatives. [10]

Text Book

1. Cherunilam, Francis: International Economics, Tata McGraw-Hill Companies, Delhi.

Reference Books

1. Salvatore, Dominick: International Economics, John Wiley Publisher, London

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2. Sodersten, BO & Reed, Geoffrey: International Economics, McMillan Press Ltd, London.
3. Bhagawati, Jagdish: In Defence of Globalisation, 2004 Oxford University Press, Oxford.
4. Dwivedi, D.N.: International Economics, Vikash Publishing House, New Delhi.

Industrial Economics and Competitive Strategies

BE.20.614

3-1-0-4 (Contact hrs:

39)

Course Objectives:

- To help gain an understanding of - (i) The structure – conduct – performance relationship in an industry and (ii) The factors influencing these - a positive analysis.
- To acquire the knowledge/skill to evolve competitive strategies and thereby determine the conduct of a firm in the market. Essentially, to learn to anchor the strategies in the validated, time-tested economic principles underlying the strategies. More specifically, the course will reinforce the economic principles which only can provide the rationale for

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successful, sustainable strategies which explain the conduct of a firm.

Course Contents

Primer on economic concepts: – Definition and need for Industrial Economics; S – C – P paradigm; The welfare economics of market power [7]

Market structure: – its measures & determinants; Firm Boundaries – Horizontal & Vertical-Transaction costs and firm size; Concentration in markets – seller & Buyer Concentration; [13]

Product Differentiation; Conditions of entry

Competition: – Competing via Commitment; Dynamics of Pricing Rivalry; Entry & exit strategies [7]

Strategic Positioning & dynamics: – Competitive advantage and its sustenance; Innovation as a source of competitive advantage; Agency and performance measurement [6]

Performance: – Market Structure and performance-Challenges in a digital Economy; PUBLIC Policy & Regulation: – Issues in Antitrust & regulatory Economics [6]

Text Book

1. Lipczynski, John; Goddard, John; Wilson, J.O.S. (2005), Industrial Organization: Competition, Strategy, Policy (2 edition), Prentice Hall.

Reference Books

1. J. Blanco Realzola (1998), Competitive Strategy Techniques for Analyzing Industries and Competitors, The Free Press.
2. Porter, M.E. (1998) Competitive Strategy: Techniques for Analyzing Industries and Competitors, TheFree Press.
3. Barthwal, R.R. (2010) Industrial Economics: An Introductory Textbook, The New Age Publisher.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Economics of Consumption

BE.20.624

39)

3-1-0-4 (Contact hrs:

Course Objectives:

- Examining the latest trends to improving the consumerism
- Expose to the international markets and platforms
- Enable to understand the growing synergy across countries
- Illustrate the role of economic collaboration due to globalization
- Identify the latest market possibilities

Course Contents

Future of consumption in India: The macro context of India, Vision for consumption in India in 2030, Firm of the future in India, Key uncertainties for India 2030, Critical societal challenges and calls to action [5]

The Expansion of Geopolitics, Multilateralism in an Ungoverned World, Culture, Identity and the Evolution of Geopolitics, Future Scenarios and Implications for the Industry, Regional Risks for Doing Business [9]

Fostering Effective Energy Transition, Electric Vehicles for Smarter Cities: The Future of Energy and Mobility, Accelerating access to sustainable energy: A key priority in energy transition [8]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Jobs of Tomorrow Mapping Opportunity in the New Economy, Opportunity in the Emerging Labour Market, Our Shared Digital Future Building an Inclusive, Trustworthy and Sustainable Digital Society [9]

Unlocking Technology for the Global Goals, mobilizing the private sector for peace and Reconciliation, How Can Trade Rules Support Environmental Action? Trade must be aligned with sustainable development. [8]

Text Books

1. World Economic Forum Reports
2. World Trade Organization Reports

Reference Books

1. Allen, Franklin; Behrman, Jere R.; Birdsall, Nancy (2016), Towards a Better Global Economy: Policy Implications for Citizens Worldwide in the 21st Century, OUP Oxford.
2. International Energy Agency Reports.

Management of Corporate Social Responsibility

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Course Objectives:

- To apprise the student about the concept of CSR and career opportunities in the area.
- To build capacity of the students for creating a project on CSR funding.
- To apprise about the CSR governance and its implementation.

Course Contents

Introduction to CSR: Concept, principles, triple bottom line and sustainable CSR, Provision of CSR in companies Act 2013, CSR legislation in world, Scope of CSR, Drivers of CSR, Benefits to organization, CSR Management. [8]

Stakeholders: Organization, Government, Society, Regulatory environment, International framework, CSR for central public enterprises. [7]

Planning and Implementing CSR Activities: CSR policy, Constitution of CSR committee, CSR design, CSR budget, CSR activities, CSR through external agencies. [8]

Evaluating and Developing CSR Activities: Bases for evaluation of CSR activities, CSR leadership, CSR and risk management, CSR as organization brand building, GST components of CSR, Monitoring of CSR activities. [8]

Compliance and CSR Audit: Preparing report, Issues relating to CSR audit, Preparing and filing of annual CSR report, Developing CSR audit program, Sustainability of CSR audit, Spending CSR funds, Global reporting. [8]

Text book

1. Prabhakaran Palleri (2020), Corporate Social Responsibility – Concepts, Cases and Trends, Cengage India.

Reference Book

1. Chatterjee, M. (2016), "Corporate Social Responsibility", 1st Edition, New Delhi: Oxford University Press.

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Management of Social Impact Institutions

SM.20.614

3-1-0-4 (Contact hrs:

39)

Course Objectives:

- To understand conceptual framework for understanding the role of Social Impact Organizations in a market economy and democratic society.
- To understanding of major issues and concerns that shaped the nonprofit sector/social sector and currently influence the field;
- To develop Knowledge of nonprofit/social impact management methods and practices.
- To develop understanding of laws and standards applicable to nonprofit/ social organizational management.
- To increased awareness of nonprofit/social sector values and experience in analyzing management dilemmas and proposing responses.

Course Contents

Introductions and Learning; Needs/Expectations Overview of Social and the Nonprofit Sector

[7]

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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A Function Model for Social and Nonprofit Management [7]

Governance of Social and Nonprofit – Board Roles and Responsibilities, Program Planning for Social and Nonprofit : Proposal Writing for Nonprofits [10]

Budgeting and Financial Management for Nonprofits, Resource Development in Nonprofits: Human, Grant and Contract Management in Social and Nonprofits. [8]

Management of Marketing, Risk , program and budget cutbacks: [7]

Text Books

1. Renz, David O. ed. (2010) The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition, San Francisco, CA: Jossey-Bass Publications.
2. Drucker, Peter F. (2006) Managing the Nonprofit Organization: Principles and Practices, Reprint Business Edition, New York, NY: HarperCollins.

Reference Books

1. Block, Peter (2011) Flawless Consulting, 3rd Edition, Pfeiffer &Co, San Diego.
2. Hayes, John (2010) The Theory and Practice of Change Management, 3rd Edition, New York, NY: Palgrave MacMillan.

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Course Objectives:

- To understand the evolution, landscape and future potential of impact investing.
- To develop financial and analytical competency to apply investment to drive social impact.
- To obtain basic skills to understand the process to innovate impact investment financial structures and create and operate impact investment funds.
- To refine negotiation skills to represent stakeholder positions in placing or securing impact investment capital.
- To learn to utilize impact investing strategies to drive social innovation and measurable social impact in public sector, nonprofit, and for-profit contexts.

Course Contents

Introduction to Impact Investment: Definitions, History, Size and characteristics of the Impact Investing marketplace, Classical finance and the case for impact investing, Distinctive business and financial characteristics of impact investments; Social impact metrics. [7]

Socially Responsible Investing: Negative screening, Positive screening, Fiduciary standard, Turning policy challenges into investment return – who needs help, How investments can help, Identifying impact investment opportunity, Shareholder activism - positive and negative investment. [7]

Correlating Financial and Social Returns: Synchronization of capital markets, Government policy and philanthropic resources to blend investment return and social benefit, Environmental finance, Greentech, Infrastructure, Scale and PE. [6]

Microfinance and the Base of the Pyramid: Micro-lending, Micro-insurance, Housing, Technology and cases, Valuation models and Portfolio Development. [6]

Inclusive Business and Impact Investment: The Role of Institutions in social finance (Innovation, Blended Finance and EDI), Role of government in social finance – Social Impact Bonds, Role of institutions in social finance. [6]

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Impact Measurement: Global Reporting Initiative (GRI), Impact Reporting and Investment Standards (IRIS), Global Impact Investing Rating System (GIIRS), Impact Metrics, Internal rate of return, Benefit-cost ratio (BCR), Expected Return, Mission alignment Methods, Future of Impact Investing. [7]

Text Books

1. Keith Allman, Ximena Escobar de Nogales, Impact Investment, A Practical Guide to Investment Process and Social Impact Analysis, Wiley.
2. Alex Nicholls, Rob Paton, and Jed Emerson, Social Finance, Oxford Publications.

Reference Books

1. The Impact Investor, Lessons in Leadership and Strategy for Collaborative Capitalism, Jossey-Bass, Cathy Clark, Jed Emerson, Ben Thornley.
2. The Power of Impact Investing, Putting Markets to Work for Profit and Global Good, Wharton, Judith Rodin, Margot Brandenburg.

Management Tools for Entrepreneurs

EF.20.604
39)

3-1-0-4 (Contact hrs:

Course Objective

Identifying the right business opportunity is important for the success of any new entrepreneurial venture. Budding entrepreneurs should be able to identify suitable business opportunities at the right time and in the right way. This course aims to help students identify business opportunities effectively and get hands on experience in applying creativity and understanding in problem identification and solving.

Course Contents

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Motivational Aspect of HRD: Performance review- its process, Coaching-objectives, Elements and sequential process, counseling methods and process, Mentoring- its process. [7]

Career Management and Development: Definition, Models, Issues affecting career management. **Organization Development-:** Definition, Theories and concepts in OD, Roles & Strategies, Change Management. [8]

HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. [5]

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Understanding the market: Identifying ideas and areas with business potential, Analyzing the needs and wants of the market, Identifying resource needs, Identifying where business opportunities can lie and in what form, Identifying potential customer / user benefits and benefits to society as a whole. [7]

Identifying the Opportunity: Convergent and divergent approach of opportunity sensing, Transforming ideas into reality, Realities of setting up new ventures, Screening opportunities, Devising the business plan, The family as a source of entrepreneurial support, Deciding the scope of the opportunity and gains from it. [9]

Analyzing Business Opportunities: Market Analysis, Demand-supply, Technical Analysis, Assets analysis, Financial Analysis, Sources of capital and its cost, Viable and feasible business Opportunity, Testing feasibility of business idea by applying sensitivity analysis. [9]

Accounting for Entrepreneurs: Accounting, Balance Sheet, Accounting Records, Cash flow statements, Financial Statement Analysis, Behavior of costs. [7]

Management Tools for Startups: WordPress/GoDaddy, CoFoundersLab, Doorbell, Asana/Trello, Recruiterbox/Homerun, Termsfeed, Slack/ Hipchat, Betalist. [7]

Text Book

1. Timmons, J.A. and Spinelli, S.: New Venture Creation – Entrepreneurship for the 21st century, McGraw Hill

Reference Books

1. Holt, D.H., Entrepreneurship – New Value Creation, Pearson
2. Roy, R., Entrepreneurship, Oxford

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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Project Formulation and Preparation

EF.20.614
39)

3-1-0-4 (Contact hrs:

Course Objective

Business plan gain interest of the fund providers like venture capitalists and other sources of funding.

Course Contents

Business Plan: What is business plan, Entrepreneurial opportunities and Business Plan, Preparing business plan (Practical Exercises on preparation of business plan), Components of Business Plan - Confidentiality Agreement, Executive summary, other components. [8]

Market Analysis and Planning: Undertaking Market Research, Importance, Industry Analysis, Competitor analysis, Defining the target market, Market segmentation, Market positioning, Building a marketing plan, Marketing mix, and Critical factors for devising a market strategy. [9]

Technical Feasibility and Analysis. Operation and Production Plan - Types of production systems, Product design and analysis, New product development, Location and layout decisions, Project layout, Plant and technology choices, Product specification and customer needs, Production planning and control, Commercializing technologies. [10]

Financial analysis and feasibility testing: Pro forma income statements, Cash budget, Funds flow and Cash flow statements, Balance sheet, Break Even Analysis, Ratio Analysis. [12]

Text Book

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

1. Dwivedi, A.K.: Industrial Project and Entrepreneurship Development, Vikas Publishing House.

Reference Book

1. Bangs Jr., D.H., The Business Planning Guide, Dearborn Publishing Co.
2. Katz, J.A. and Green, R.P., Entrepreneurial Small Business, McGraw Hill
3. Mullins, J. and Komisar R., Getting to Plan B, Harvard Business Press
4. O'Donnell, M., The Business Plan: Step by Step, UND Center for Innovation.

Secrets of Success: Indian Family Business

EF.20.624
39)

3-1-0-4 (Contact hrs:

Course Objective

To understand the unique dilemmas and paradoxes faced by family firms in order to learn secret of family business success.

Concept of HRD: Definition, Evolution of HRD, Goals, structure and functions, Roles and competencies of HRD professionals, Challenges to HRD Professionals, HRD at Macro and Micro-level. **Role Analysis:** Concept of Role and its Process, Competency mapping-methods and process & assessment centers-tools and procedure. [6]

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HRD Audit: Nature and need for HR Evaluation, Methodology of audit and HRD audit failures. [5]

HRD and Diversity: Labor market Demographics, Organizational culture, Diversity issues, Discrimination, Integration strategies and Cross-Cultural training. Contemporary Issues and Challenges in HRD. [5]

Course Contents

Family Business: Specialty of running a family business, Conflict resolution, Succession planning, Choosing and training successor. [7]

Creating Stability: On control and voting shares, On managing millennials, Money matters, Balancing differing interests. [6]

Secrets: Communicate, Evolve, Set boundaries, Practice good governance, Recruit from the outside, Treat employees like family, Make it optional, Plan for the future. [7]

Success Story I: TATA Group, Aditya Birla Group, Godrej, Shapoorji Pallonji, Murugappa Group. [10]

Success Story II: Reliance Group, Arcelor Mittal, Bajaj family, Burman family, Lohia family. [9]

Text Books

1. Leach Peter and Dixit Tatwamasi, Indian Family Business Mantras, Rupa Publications, New Delhi.
2. Kavil Ramachandran, The 10 Commandments for Family Business, Sage publishers, India.

Reference Books

1. Walter Vieira and Dixit Mita, The 5Gs of Family Business, Sage publishers, India.
2. Hutcheson Henry, Dirty Little Secrets of Family Business, Greenleaf Book Group LLC.